



ACQUISITION WORKFORCE PLAN

2013 UPDATE

Sustaining a Strong Acquisition Workforce

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AA's acquisition professionals are focused on modernizing the National Airspace System (NAS) to increase flight capacity, meet future air traffic demands, and enable the nation to continue to benefit from safe, efficient air travel and a healthy aviation industry. This Acquisition Workforce Plan provides the blueprint for sustaining a high-performing acquisition workforce capable of successfully meeting these objectives. While recognizing the contribution and role of our contractors, this plan focuses on the federal workforce only. The purpose and focus of the Acquisition Workforce Plan is to ensure FAA has a stable cadre of federal employees to provide consistent, long-term staffing and maintain core in-house capabilities necessary to successfully manage FAA's major systems acquisitions.

The approximately 1,820 acquisition professionals defined in this Plan are instrumental in successfully acquiring the technologies and systems that make gains in safety and efficiency possible. While the acquisition workforce represents only 3.8 percent of the approximately 47,000 FAA employees, these professionals manage core programs with a total life cycle investment in the tens of billions of dollars. The critical role of these professionals in securing an improved national airspace infrastructure for the best value makes their development, hiring, and retention of paramount importance.

Acquisition professionals include the Program/Project Managers, Researchers and Engineers/Systems Engineers, Contracting Officers/Specialists, Contracting Officer's Representatives (CORs), Business-Financial Managers, Test and Evaluators, Acquisition Attorneys, Integrated Logistics Support Specialists, and Real Estate Contracting Officers whose advanced technical and leadership skills are critical to modernizing the NAS. Technologically, these professionals must stay abreast of rapidly evolving developments across many professions, introduce and leverage new and emerging technologies, expertly manage multi-year development cycles, and ensure that billions of taxpayers' dollars are used wisely.

Acquisition professionals must demonstrate considerable leadership skills. It can take years to develop complex large-scale air traffic systems, and development doesn't move forward without widespread stakeholder support from airlines, local and state governments, sophisticated suppliers, and Congress. FAA's acquisition professionals must bring these diverse stakeholders together; managing diverse interests, building support for new ways of doing business, and integrating the contributions of each stakeholder to achieve a final solution.

To manage those complex systems and environments, FAA's acquisition workforce is largely comprised of experienced, senior employees; almost half of the workforce has over 20 years of experience and over 60 percent are in senior career levels. This Plan also shows that 20 percent of FAA's acquisition workforce is eligible to retire this year, and 40 percent will be eligible within 5 years. The potential loss of these highly trained professionals increases the importance and urgency of growing and developing the professionals that will remain.

FAA is operating in a very challenging and uncertain fiscal environment, the impact of which could continue well into the future. Current and anticipated budget constraints could continue to limit FAA's ability to either replace employees who retire or to hire additional employees. Recognizing those constraints, this Plan places primary and significant emphasis on the strategies required to develop the existing workforce to most effectively and efficiently accomplish FAA's objectives.

Budget figures were uncertain at the time that this Plan was developed, making it particularly challenging to estimate future program and workforce requirements with reasonable fidelity. Accordingly, this update to the Plan does not provide projections of future workforce requirements. As budget and program requirements become clearer over time, FAA will be better able to provide reasonable workforce projections in future updates.

Since publication of the 2012 Acquisition Workforce Plan, the agency:

- Expanded the definition of the acquisition workforce covered by this Plan to include the Realty
 Specialist profession and employees in all acquisition professions who are supporting acquisition
 programs (previously membership was limited to employees supporting acquisition programs 50%
 or more of their time).
- Met 95 percent of the overall acquisition workforce requirements projected for FY 2012 Capital Investment Plan programs. For critical, hard to fill professions, this includes meeting 93 percent of Research and Engineering workforce requirements, 96 percent of Program/Project Management requirements, and 94 percent of Contracting Officer/Specialist requirements.
- Increased the number of Contracting Officers who have a level 2 or higher certification by 9%.
- Is on target to meet its FY 2013 goal of certifying entry level Contracting Officers/Specialists at certification level 1 within 15 months of hire.
- Is on target to meet its FY 2013 certification targets for program managers by the end of FY 2013.
- Enhanced FAA's Contracting Officer's Representative (COR) certification program and certified over 1,000 employees.
- Provided over 200 acquisition-related training courses for over 3,800 students.

• Provided regular reporting on acquisition workforce metrics to the Acquisition Workforce Council to support resource decision-making across FAA's acquisition organizations.

This Plan recognizes the progress FAA has made to sustain its acquisition workforce. It also describes the actions FAA will take in FY 2014 to continue that development. FAA embraces acquisition workforce development because we recognize that we must have the highest caliber acquisition professionals if we are to fulfill our mission. We recognize that the expertise and performance of our acquisition workforce has a direct impact on the safety of air transportation and, ultimately, U.S. economic growth.

THE NATIONAL AIRSPACE SYSTEM (NAS) AND THE ACQUISITION WORKFORCE

cquisition professionals conceptualize, plan, buy, and oversee the development and implementation of the systems and technologies that underpin the NAS. FAA's multi-billion dollar investment in the National Airspace System (NAS) ensures the health and vitality of the aviation industry. In 2009 civil aviation contributed an estimated \$1.3 trillion annually to the national economy, and constituted 5.2 percent of the gross domestic product. It generated more than 10 million jobs, contributing to a positive trade balance of over \$75 billion from U.S civil aviation manufacturing, \$249.2 billion in economic activity from air-travelers and \$562.1 billion from freight transportation.¹ Fueling this economic engine requires FAA to sustain and innovatively enhance the U.S. air traffic infrastructure, continually introducing new technologies and systems that improve overall safety and efficiency while increasing capacity and reducing delays. FAA's latest estimates, which are sensitive to traffic and fuel price forecasts, indicate that by 2020, technology enhancements will reduce total delays (in flight and on the ground) by about 38 percent compared with what would happen if we did nothing. That delay reduction will provide, through 2020, an estimated \$24 billion in cumulative benefits to aircraft operators, the traveling public and FAA. In the process, we will save about 1.6 billion gallons of aviation fuel during this period, reducing carbon dioxide emissions by 16 million tons.2

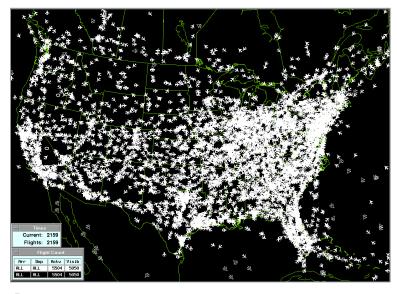


Figure 1.1
Representation of the Volume
of Air Traffic Across the
Continental United States

¹ "The Economic Impact of Civil Aviation on the U.S. Economy," FAA, August 2011.

² "NextGen Implementation Plan", FAA, June 2013.

The United States' air traffic control system is the safest in the world. To keep it that way, FAA works continuously to improve the technologies, processes, hardware, and software that comprise the overall system. This includes incorporating new equipment and facilities as well as determining where that equipment and those facilities will be most effective.

FAA is working on a plan now to make the best use of new and existing technology, infrastructure, and employees to handle the doubling and tripling of air traffic expected in the coming decades. NextGen is an umbrella term for this ongoing transformation of the NAS. At its most basic level, NextGen represents an evolution from a ground-based system of air traffic control to a satellite-based system of air traffic management. This evolution is vital to meeting future demand, and to avoiding gridlock in the sky and at our nation's airports.³

NextGen will open America's skies to continued growth and increased safety while reducing aviation's environmental impact. We will realize these goals through the development of aviation-specific applications for existing, widely-used technologies, such as the Global Positioning System (GPS) and technological innovation in areas such as weather forecasting, data networking, and digital communications. Hand-in-hand with state-of-the-art technology will be new airport infrastructure and new procedures, including the shift of certain decision-making responsibility from the ground to the cockpit.

NextGen will allow more aircraft to safely fly closer together on more direct routes, reducing delays, and providing unprecedented benefits for the environment and the economy through reductions in carbon emissions, fuel consumption, and noise.

This is where acquisition professionals come in. The acquisition of the mission-critical technologies required for NextGen is complex and resource-intensive. It requires a highly skilled, deeply experienced, and flexible workforce that can keep pace with technological innovation, rapidly changing customer and supplier market environments, and the stringent safety and reliability demands of the air traffic control environment. Talented, experienced acquisition professionals, like those at FAA, are in high demand across the federal government, and their numbers are limited.

The sample automation roadmap in Figure 1.2 represents just one dimension of this modernization effort. As is evident from the roadmap, this is a highly complex undertaking with many components that must come together to enable safe, efficient flight.

³ "What is NextGen?" Source: FAA NextGen website, http://www.faa.gov/nextgen/why_nextgen_matters/what/

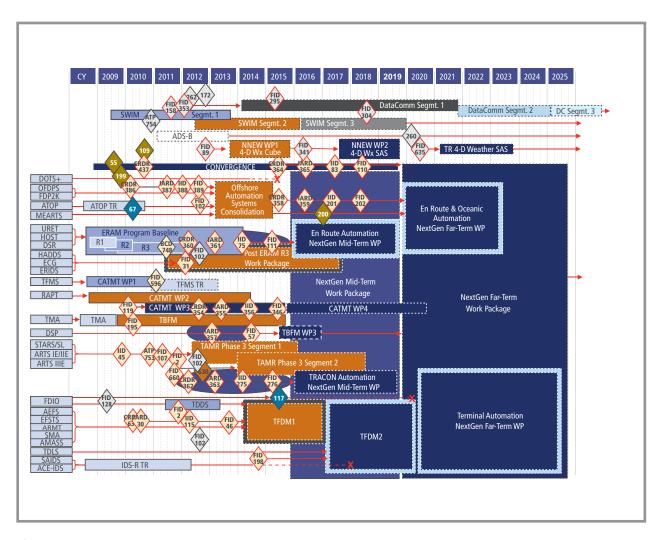


Figure 1.2
Sample NAS Automation Roadmap

DEFINING THE ACQUISITION WORKFORCE

Acquisition professionals lead and support the development of NAS systems and technologies through more than 250 unique yet highly integrated acquisition programs identified in FAA's Capital Investment Plan (CIP). The core acquisition workforce consists of FAA employees with critical skills who support these CIP programs, from service analysis through in-service decision, including service life extension programs (SLEP). Also included are Contracting and Real Estate Officers/Specialists, Contracting Officer's Representatives (CORs), and Acquisition Attorneys for all procurements, including non-CIP related procurements. In-Service programs are not currently included in this acquisition workforce plan.

In 2013 FAA revised the way it defines the acquisition workforce for the purposes of this Plan to include all employees who work in organizational units that primarily perform acquisition work. This provides for easier workforce tracking and analysis, in particular, trend analysis. The core acquisition profession of individual employees is still identified; where an employee is not designated in one of the primary focus professions, the employee is designated as "specialized support."

The acquisition workforce is comprised of federal employees working in specific professions, including:

- **Leadership.** Leadership professionals are the executives and senior managers (Division level) providing overall direction and leadership for all acquisition programs and for acquisition governance.
- Program/Project Managers. These professionals oversee the development and implementation of NAS modernization efforts on CIP programs; ensuring that the capabilities are delivered on time, on budget, and on specification.
- **Researchers and Engineers/Systems Engineers.** These technical professionals manage engineering integration across individual systems and acquisition programs to achieve a consistent and consolidated NAS design. Program engineers oversee the technical development of acquisition programs.
- **Financial Analysts.** These analysts develop cost projections, recommend steps to mitigate financial risks, and provide financial and investment analysis.
- Contracting Officers/Specialists. These contracting professionals manage all processes and
 procedures involved in establishing and maintaining contractual relationships between FAA and its
 external suppliers.
- **Realty Specialists.** Real Estate Contracting Officers/Specialists (RECO/S) are responsible for acquiring real estate, utilities, and land.
- Contracting Officer's Representatives (CORs). CORs help resolve technical issues, give technical direction to the Contractor, and interpret technical processes and procedures for the Contracting Officer. COR responsibilities are often an additional duty.
- **Integrated Logistics Support Specialists.** Logisticians plan, establish, and maintain an integrated logistics system to ensure that NAS programs have access to parts and support services throughout their life cycle.
- **Test and Evaluation Specialists.** Test and Evaluation specialists verify and validate that products meet specifications, satisfy requirements, and are operationally suitable and effective.
- **Acquisition Attorneys.** Acquisition attorneys provide legal advice regarding all aspects of contract formation and administration, and review FAA acquisition actions for legal sufficiency.
- **Specialized Support.** Professionals in the specialized support category are typically NAS subject matter experts. They can include safety engineers, information systems specialists, air traffic specialists, and training experts.

CURRENT SITUATION: BUSINESS DRIVERS AND CHALLENGES

MODERNIZING AGING SYSTEMS

For over 50 years, the Federal Aviation Administration (FAA) has proudly delivered the world's leading aviation system, setting an unparalleled standard for safety and efficiency that is emulated globally. Since 2001, FAA has coordinated more than 120 million successful flights on U.S. commercial aircraft, transporting over 7 billion passengers safely to their destinations.⁴

Commercial aviation fatality rates are at historic lows, and other safety indicators, such as runway incursions, incidents or accidents, are also headed in the right direction. While safely moving these flights is FAA's number one priority, dealing with congestion and delays and improving efficiency and cost performance are also important considerations for managing the National Airspace System (NAS). Flight delays continue to impact passenger travel and future demand forecasts continue to remain high. Though staffed by a capable, dedicated workforce, the current air traffic control system is not scalable or flexible enough to keep up with the anticipated future demand. NextGen, with the support of the acquisition workforce, is FAA's response to this serious current and future challenge.

Today's radar-based system of air traffic control, which has served the United States so well for the last 60 years, has hit the ceiling of its growth capacity. Without continued implementation of systems modernization efforts, like FAA's NextGen, the nation faces air traffic gridlock that will not only adversely affect the flying experience but will also impact gross domestic product.

FAA's acquisition professionals are working to modernize the NAS to increase flight capacity, meet future air traffic demands, and enable the nation to continue to benefit from safe, efficient air flight and a healthy aviation industry. To add to the complexity, FAA's acquisition professionals must also sustain current NAS systems and facilities to ensure continuity of operations as new systems are developed, provide viable backup options as new systems are deployed and maintain the quality and function of the facilities that host those systems. Balancing the requirements of both modernization and sustainment is a difficult job that requires knowledge and experience in both evolving and proven technologies.

⁴ FAA FY 2013 President's Budget Submission, page 1

TRANSITION TO PROGRAM MANAGEMENT ORGANIZATION STRUCTURES

In 2011, FAA created a Vice President for Program Management within its Air Traffic Organization (ATO) focused on programs acquiring National Airspace System (NAS) capabilities. Moving ATO's core acquisition programs into one program management organization (PMO) allows for better focus on program management. It also allows that part of the organization responsible for air traffic operations to focus more directly on those operations.

In 2014, FAA is implementing a PMO for non-NAS systems within its Information Services organization. Similar to the ATO PMO, this organization will consolidate responsibility for program management activities across non-NAS systems infrastructure programs into one organization. Consolidating the responsibility for program management of non-NAS systems reflects the need for additional focus on these large-scale programs.

Consoldiating the responsibility for program management of NAS programs into the ATO PMO and non-NAS programs into a separate Information Systems PMO reflects the need for additional focus on these large-scale programs while at the same time reflecting the reality of differences in approaches and structures used to manage these complex programs. It also allows FAA to better apply the knowledge of experienced acquisition professionals across the varied programs within their respective PMO organizations. Combining programs into focused PM organizations creates an even stronger acquisition community, improves consistency and sharing of best practices, combines certain activities for economies of scale, and provides a better defined career path for acquisition employees.

BUDGET UNCERTAINTIES

FAA's workforce requirements are based on current and projected workload, consistent with the development of future year budget requests. They help to reflect and support program plans generated to meet FAA's commitments for future systems capabilities as described in the agency's strategic plan, *Destination 2025*. Actual enacted annual funding levels can result in changes in the actual size of the workforce compared to the projected workforce for the impacted year(s). When the federal budget outlook is unclear, as in this and future fiscal years, it makes it particularly difficult to estimate program requirements and, ultimately, workforce requirements.

This year, FAA is operating in a very challenging fiscal environment, the impact of which could continue into the future. The Budget Control Act of 2011, also known as sequestration, cuts over \$600 million from the FAA budget this fiscal year and contains a provision for 10 years of across-the-board cuts in federal spending. The reductions are impacting the FAA's ability to hire new employees to meet increased workload

demands and to hire employees to replace the experienced staff who retire or otherwise leave the agency.

While the FAA has reduced training and travel budgets it is still supporting the core training that is required for certification of contracting officers and specialists, Contracting Officer Representatives, and program/project managers. The FAA is also continuing to offer core training for other acquisition specialists, such as system engineers, test and evaluation specialists, cost estimators, and integrated logistics specialists. However, reduced travel budgets are impacting the ability of some field personnel to attend training, for example, where local training is not available or there is an insufficient population to bring training onsite. Additionally, diminishing staffing levels and support contractor resources are increasing employee job demands, further impacting the availability of personnel to attend training.

LOOMING RETIREMENTS AND GROWING RATES OF ATTRITION

Approximately 20 percent of FAA's acquisition workforce is eligible to retire this year, and 40 percent will be eligible within 5 years. FAA's acquisition professionals are highly seasoned professionals with many years of experience. Collectively, their knowledge represents a valuable and critical asset to the agency in the highly complex, technical domain of the NAS. While technical and leadership skills can be developed over time through training and other developmental programs, acquisition professionals need experience with the NAS to fully understand how different technologies, systems, and hardware sub-systems intersect and integrate. Addiitonally, FAA acquires system solutions under a unique acquisition system, FAA's Acquisition Management System (AMS). Losing professionals skilled in the NAS and the AMS, to the tune of 40 percent over the next 5 years, could significantly impact FAA's ability to acquire critical NextGen systems in the most effective and efficient manner.

The FAA is facing increasing attrition across the acquisition workforce due to retirements and the loss of experienced employees to other federal agencies. Losing highly skilled and experienced professionals results in fewer highly qualified staff managing increasingly complex acquisitions, erodes morale and puts the agency at risk for increased costs, disruptions, and delays. In addition to the immediate impacts of losing senior, experienced professionals, a thinning pipeline of talent can have long term impacts on knowledge transfer and, ultimately, acquisition program performance. The acquisition workforce has experienced an overall attrition rate of 8 percent in the first seven months of 2013, which is higher than the 2012 rate of 6 percent. For Contracting Officers, attrition rates are even higher at 10 percent. With increasing attrition, FAA must implement strategies to retain existing staff and work to build our pipeline and bring new employees into the agency. Budget constraints, however, limit the agency's options for doing either.

HIRING CHALLENGES

While the FAA remains committed to strengthening the skillsets of onboard acquisition staff, sequestration is impacting the FAA's ability to hire. The FAA has had to impose hiring and promotion restrictions that broadly curtail hiring, including backfill hiring and career ladder promotions. While there are provisions for exceptions for critical needs, the expectation is that these will necessarily be very limited. Similarly, there is a general freeze on reassignment increases, performance awards, and retention incentives. These restrictions make it difficult to retain staff.

FAA must find cost-effective ways to improve efficiencies, reallocate resources, and maximize the capabilities of existing staff to accomplish our mission without reducing safety, cost, schedule or performance.

SCARCITY OF SKILLED ACQUISITION PROFESSIONALS

Hiring and development of acquisition professionals at FAA and across the federal government has not kept pace with the growth in the number and complexity of acquisitions. A combination of factors, including the increasing complexity of acquisition work and looming retirements, are creating competition for acquisition talent across government. The Federal Acquisition Institute (FAI) and the Government Accountability Office (GAO) have reported on the shrinking pool of certified and experienced acquisition professionals.

Because most federal agencies face these same issues, we anticipate stiff competition in the talent market as each agency struggles – and literally competes with one another – to maintain the skills and resources necessary to manage the taxpayers' investment. To address this situation, FAA continues to seek qualified acquisition candidates and is maintaining a concerted focus on retaining and developing its existing talent. Finding qualified professionals – with the right skills and right experience – is proving to be increasingly difficult. This limitation leads to hiring less experienced staff who need time to develop, higher workload for current employees and increased development requirements for the newer employees.

ACQUISITION WORKFORCE STRATEGIES

AA's Acquisition Workforce Council, comprised of acquisition executives from across the agency, sets acquisition workforce-related strategies and oversees plan development and implementation. The Director of Acquisition Policy and Oversight chairs the Council. This position reports directly to the agency's Chief Acquisition Officer.

The Council annually reviews and refines long-term planning strategies and initatives to reflect changes in scope, definition of the acquisition workforce, and workload. The Council also considers the impact of known and anticipated budget availability on program schedules and hiring possibilities when refining its strategies and initiatives.

GUIDING PRINCIPLES

The Council established the following guiding principles for acquisition workforce planning:

1. Leverage Existing Programs and Best Practices from Across Government.

While FAA faces unique challenges and drivers, its overall acquisition workforce needs are similar to those of other federal agencies. FAA will capitalize on acquisition workforce best practices and programs developed across government and industry to reduce the time and cost of developing tools and strategies.

2. Staff and Shift Resources to Best Meet Needs.

As acquisition programs move through the phases of the acquisition life cycle, staffing needs change. FAA must staff according to these shifting needs. FAA will staff with consideration for overall agency needs and priorities first, and individual programs and organizations second. The agency will identify the best fit for each position and will look internally and externally to close skill gaps.

3. Use an Appropriate Balance of Federal Employees and Contractors.

FAA will use federal employees to provide consistent, long-term staffing and maintain core in-house capabilities, and will supplement this workforce with a flexible level of contractors to

meet staff and skill requirements that fluctuate over time. This plan focuses on the staffing and development needs of the federal workforce.

4. Implement Innovative Workforce Strategies.

FAA will implement aggressive strategies for recruitment, staffing, training and development, and retention. The agency will create multiple paths for attracting and retaining acquisition workforce talent.

5. Update the Acquisition Workforce Plan Annually and Consider It a Living Document. FAA views workforce planning as a continuous process, and this Plan will be treated as a "plan in motion." The Acquisition Workforce Council will track progress against our strategies and revise and update strategies as necessary to meet evolving needs and lessons learned from work-to-date.

STRATEGIES

The FAA has established foundational strategies and related initiatives for sustaining a high-performing acquisition workforce. These strategies and the initiatives planned to support them are developed with consideration for the challenges described in the previous section. Accordingly, they recognize the need to improve FAA's hiring processes, but they emphasize the increasing importance of developing existing employees to meet future acquisition requirements.

Outlined in Exhibit 3.1, the strategies present FAA's plan for:

- Ensuring that our hiring processes both support our organizational needs and foster a positive initial impression on future employees.
- Positioning the agency as an "Employer of Choice".
- Building our acquisition workforce capability through comprehensive development programs
 that provide opportunities for employees to build skills in professions that are both rewarding for
 them and important to FAA's future.
- Maintaining cross-agency commitment to this vital segment of the agency's workforce.

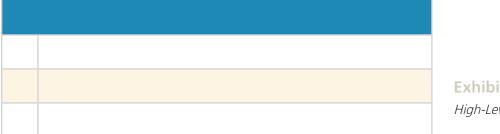


Exhibit 3.1

High-Level Strategies

As described in previous updates to this Plan, FAA has made significant progress implementing the three strategies, including:

- Hiring Veterans into the acquisition workforce under a nonpaid work experience program sponsored by the Veterans Administration. This program provides valuable experience for the employee and excellent acquisition support for the agency.
- Establishing a dedicated Acquisition Career Management organization with responsibility for acquisition profession competency models, certification programs, and training development and delivery.
- Consolidating responsibility for core acquisition programs under one organization within FAA's Air Traffic Organization led by a Vice President for Program Management.
- Reducing the agency's time-to-hire to 83 days, less than OPM's goal of 90 days.
- Developing FAA-specific competency models for core acquisition professions, including Program/ Project Management, Systems Engineering, Test and Evaulation, Business - Financial Management, Cost Estimating, Contracting, Real Estate Contracting, Contracting Officer's Representatives, and Integrated Logistics Support.
- Implementing FAA-specific certification programs for Program/Project Management, Systems Engineering, Test and Evaluation, Contracting, Real Estate Contracting, Contracting Officer's Representatives, and Integrated Logistics Support. Where applicable, the certification programs meet or exceed the requirements defined by the Federal Acquisition Institute (FAI).
- Creating workforce development tools, like profession-specific Career Guides, to support individuals and managers to grow and develop themselves and their employees.
- Developing and providing acquisition training and other development opportunities to support achievement and maintenance of FAA-specific certification programs.
- Creating communications vehicles, such as websites and workforce planning tools, to support acquisition professionals in developing skills and performing their jobs.

The Appendix to this Plan contains examples of the workforce development tools created to help individuals and their managers grow and develop professionally. The examples are also available on FAA's acquisition website, https://ksn2.faa.gov/faa/AcquisitionProfessions/Pages/Default.aspx.

As we continue to evolve acquisition workforce planning, we will adhere to these overarching strategies, tailoring each to meet the needs of the individual professions. We recognize the need to shift emphasis and add new initiatives over time based on updated analyses and lessons learned. Our emphasis is to retain and develop the existing workforce, along with assessing and filling our most critical positions.

STRATEGY OVERSIGHT AND IMPLEMENTATION

The Acquisition Workforce Council oversees the execution of this plan supported by the Acquisition Career Management group within the Office of Acquisitions, staff in FAA's Program Management, NextGen, Aviation Safety organizations and in other lines of business and staff offices, and FAA's Office of Human Resources Management. We continue to collaboratively define and implement the acquisition workforce strategies and initiatives.

Our strategies rest upon a common foundation to ensure that FAA has the overall competence to fulfill FAA's business goals and, ultimately, to meet cost, schedule and performance targets for modernizing the NAS. Each acquisition workforce profession contributes uniquely to meeting FAA's business goals and each fulfills a different role and responsibility required for acquisition success.

As depicted in Exhibit 3.2, the competencies unique to each acquisition workforce profession guide every aspect of development for that profession, from recruiting and selecting acquisition professionals to join the FAA community, to training and developing those individuals, to certifying them in their respective professions. We also use competencies to guide the creation of tools and professional resources to help acquisition professionals be most effective in their roles and to aid them in establishing long-term careers that are rewarding to them and important to FAA.

We communicate these competencies to ensure that the entire acquisition community understands what is necessary and required, and that the community is moving in the same direction to fulfill its mission of modernizing the NAS. The profession profiles described later in Section 6 of this Plan provide a full list of the competencies required for each profession.

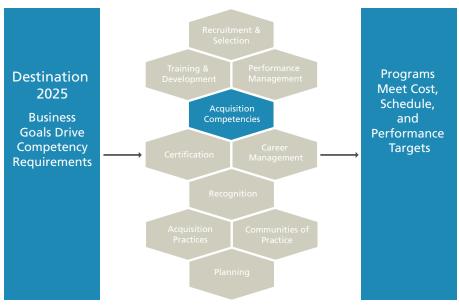


Exhibit 3.2

Framework for Acquisition Workforce Development

STRATEGY 1.

Maintain core acquisition staffing levels

FAA's ability to hire the most talented applicants depends upon its ability to attract those applicants in the first place. The needs and interests of prospective employees vary by profession and by the level of employee – entry, mid and senior – FAA is attempting to attract. Developing recruiting strategies targeted for each profession provides the best chance of attracting well qualified candidates for specific vacancies.

FAA's recruitment strategies must be supported by improvements to our hiring processes so that we are able to quickly bring new talent onboard. While budget reductions are impacting the agency's ability to hire, we must be prepared to act quickly if opportunities to hire are presented. To ensure that we are prepared to take advantage of any hiring opportunities, the agency will continue to focus on improving its hiring process.

Filling the most critical staffing and skill gaps is a high priority for FAA to successfully design, develop, deploy, and sustain NAS technologies and infrastructure. This strategy is particularly important given the current constrained and uncertain budget environment. FAA will use acquisition workforce data and associated analyses to identify priority needs, and make staffing and position allocation decisions.

FAA will continue to refine hiring and staffing strategies to address the need for entry, mid and senior level professionals. We will also continue to enhance and refine our hiring and staffing processes and methods to ensure that we are able to effectively hire and staff wherever and whenever opportunities are presented.

STRATEGY 2.

Continue to strengthen workforce capability

To fully contribute to FAA's mission, acquisition professionals require in-depth knowledge of FAA's business, as well as strong technical and leadership skills. Toward a goal of more highly skilled professionals, FAA continues to strengthen the capabilities of its existing and future workforce through its on-going commitment to professional development and certification for acquisition employees.

Section 6 of this plan, *FAA Acquisition Profession Profiles*, includes activities performed and planned for specific professions. FAA is improving support to acquisition workforce training and development on a profession-by-profession basis. This approach will allow FAA to target the needs of individual professions and be better positioned to increase the number and variety of developmental opportunities available to the entire acquisition workforce community.

To increase the overall capability of the workforce, we will continue to address the need to capture and disseminate knowledge so that it is preserved as employees transition across roles and programs, or leave the agency. To do this we will continue to refine our acquisition management practices toolkits. These toolkits capture knowledge that can be shared repeatedly and consistently across professions and programs to strengthen the overall capability of the workforce. We also plan to foster communities of practice to provide ongoing opportunities for the entire community to engage in skill building, knowledge sharing, and general support of their professional colleagues.

STRATEGY 3.

Sustain cross-agency focus on the acquisition workforce

The Acquisition Workforce Council provides a forum for acquisition workforce planning and improvement activities. Comprised of executives from acquisition organizations across the agency, the Council is uniquely positioned to advise, direct and focus resources to build and maintain an effective acquisition workforce. Together with acquisition workforce support organizations, like FAA's Acquisition Career Management division, the Council engages in a workforce planning process that guides acquisition workforce hiring, staffing and development decisions.

FAA will continue to improve its focus on the acquisition workforce to include additional communication within the workforce. This will help acquisition professionals better understand certification requirements, training curricula, and other developmental opportunities. Also, additional communication of the importance of the acquisition workforce to achieving FAA's goals will help to raise its visibility and secure, or maintain, its resources and capabilities.

METRICS

FAA has established the metrics listed in Exhibit 3.3 to help measure the success of the Acquisition Workforce Plan. These metrics will be used to track and report progress over time.

Exhibit 3.3 Acquisition Workforce Metrics

Metric/Measure	FY 2013 Performance			
Actual On Board* Number of acquisition positions encumbered.	1,818			
On-board Staffing Against Forecasted Staffing Levels* Percentage of positions filled against forecasted need (by profession). Calculated as [On-Board - Current] / [Forecasted Need for the Current Fiscal Year]	1	Profession		On-Board Against orecast at 9/30/12
	Program/Projec	t Management		96%
	Research & Eng	gineering		93%
	Test & Evaluation	on		99%
	Business/Financial Management			96%
	Contracting			94%
	COR			96%
	Acquisition Lav	V		100%
	Leadership			85%
	Logistics			90%
	Specialized Support			92%
	Realty Specialis	pecialist		N/A
Time to Fill Length of time to fill positions (end-to-end). Calculated by the Office of Human Resources for hiring for all positions.		83 days	5	
Certified Staff by Profession	Position		9/	Certified
Percentage of Program Managers, Contracting Officers/Specialists and	Contracting Officers/Specialists			90%
Contracting Officer's Representatives certified against total of those whose	Program Managers**			90%
positions require certification. Calculated as [Certifications] / [Number Requiring Certifications].	Contracting Officer's Representatives		S	68%
Attrition Rate Percentage of acquisition workforce leaving the agency, annualized (by	Retired	FY 2012 Actual 3.0%	<u>FY 2013 Pro</u> 5.6%	•
attrition type). Calculated as [Left FAA – annualized] / [On-Board – Current]	Left FAA	3.0%	2.6%	1
	Total	6.0%	8.2%	1

^{*} Based on May 2013 Federal Personnel Payroll System (FPPS) reporting. The delay is necessary to ensure all personnel changes have been identified through FPPS, the official FAA personnel system.

^{**} Program Managers on Acquisition Category (ACAT) programs only.

Metric/Measure	FY 2013 Performance		
Retention 1-year and 2-year retention rates of newly hired Acquisition Workforce employees, by profession.	Profession	1-year Retention Rate	2-year Retention Rate
Calculated as [1 minus (Number of acquisition workforce members hired in retention period that left FAA for reasons other than retirement / Number of acquisition workforce members hired in retention	Program/Project Management	N/A	100%
	Research & Engineering	100%	84%
	Test & Evaluation	100%	86%
period)]	Business/Financial Management	100%	92%
	Contracting	100%	79%
	COR	100%	67%
	Acquisition Law	100%	100%
	Leadership	100%	N/A
	Logistics	100%	100%
	Specialized Support	100%	100%
	Realty Specialist	N/A	N/A
	Total	100%	87%

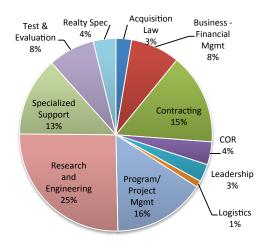
PROFILE OF THE CURRENT ACQUISITION WORKFORCE

OVERVIEW OF THE CURRENT WORKFORCE

The core acquisition workforce consists of approximately 1,820 federal employees. As explained in Section 3, the workforce provides acquisition support activities for over 250 FAA Capital Investment Plan (CIP) programs through 11 distinct professions:

- Leadership
- Program/Project Management
- Research and Engineering/Systems Engineering
- Test and Evaluation
- Business Financial Management
- Contracting
- Realty Specialist
- Contracting Officer's Representative (COR)
- Acquisition Law
- Integrated Logistics Support
- Specialized Support

Exhibit 4.1Acquisition Workforce by Profession



While distinct in the roles that they play, these professions work closely together. Exhibit 4.1 provides a breakout of the acquisition workforce in each of the 11 professions. The data in the following exhibits was provided in the May reporting period (validated as of May 2013 FPPS).

At 25 percent, the Research and Engineering profession represents the largest percentage of federal employees in the acquisition workforce. Research and Engineering, Contracting, and Program/Project Management combined make up over 55 percent of the acquisition workforce, providing critical skills and capabilities required to procure, implement, and manage the resources and technologies essential to FAA's acquisition programs.

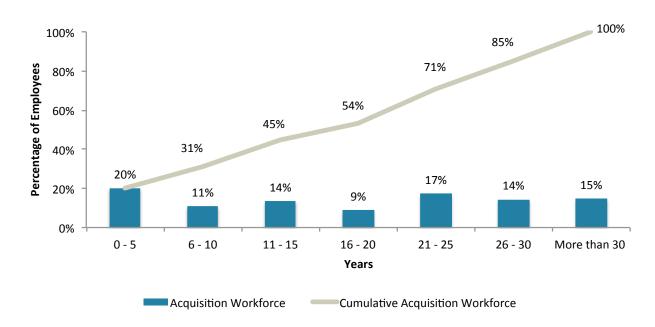
It is important to note that the engineers, Program/Project Managers, and CORs represented in the exhibit are only those that support FAA's National Airspace System (NAS) CIP programs. As noted previously,

workforce requirements to support in-service programs are not addressed through the Acquisition Workforce Plan. There are also other CORs in the agency that support procurements other than NAS CIP acquisition programs, such as facilities and in-service support contracts. FAA tracks and ensures training is completed for the full COR community. Similarly, the Logistics population includes only those Integrated Logistics Support Specialists who support NAS CIP programs during acquisition; there are many logistics specialists who provide in-service logistics support and who are therefore not included in this Plan.

YEARS OF EXPERIENCE

Exhibit 4.2 shows a distribution of years of federal service for all professionals in the acquisition workforce. The average FAA acquisition professional has almost 18 years of federal service. Over 45 percent of the acquisition workforce has at least 20 years of experience. Hiring initiatives over the past 5 years have brought new civil servants into FAA, resulting in 20 percent of the workforce having 5 or fewer years of federal service. These recently hired employees are a direct result of the improvements and increased focus on FAA's hiring processes and requirements.

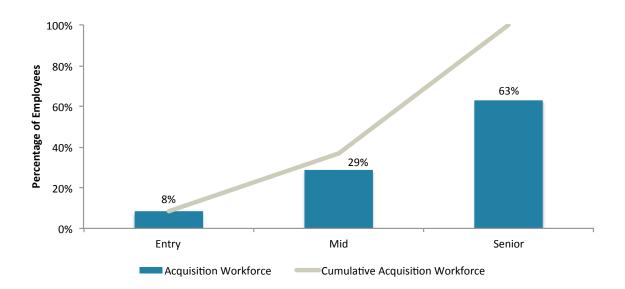
Exhibit 4.2Acquisition Workforce Federal Service



ACQUISITION CAREER LEVELS⁵

The chart below shows FAA's strategy to hire at all levels to maintain a pipeline of talent for succession planning. Consistent with an experienced workforce, the exhibit shows that 63 percent of acquisition professionals are in the senior career level, down from 65 percent in 2012. It is also important to note that with almost 40 percent of the workforce below the senior level, there is some room for employees to develop and grow into increasingly complex and demanding acquisition management positions.

Exhibit 4.3Acquisition Workforce Career Levels



⁵ The three career level categories are: Entry (Student through G Band and General Schedule equivalents); Mid (H Band, I Band, and General Schedule equivalents); Senior (J Band and higher, and General Schedule equivalents).

RETIREMENT ELIGIBILITY

20 percent of the acquisition workforce is eligible for retirement this calendar year, and 40 percent will be eligible within the next 5 years (Exhibit 4.4).

17 percent of the overall acquisition workforce, or almost 235 professionals, have been eligible to retire for 1 or more years. These professionals are spread across all of the professions, with the largest relative percentages in Leadership, Logistics and Specialized Support.

Exhibit 4.4Acquisition Workforce Retirement Eligibility

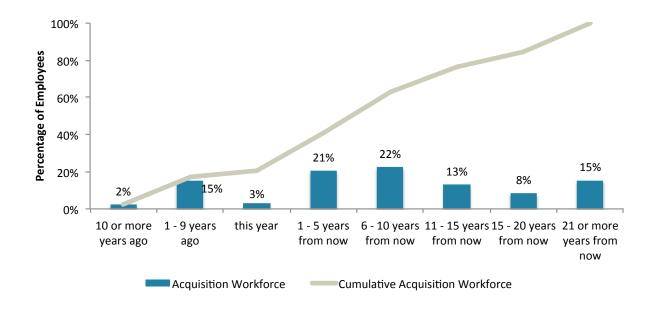
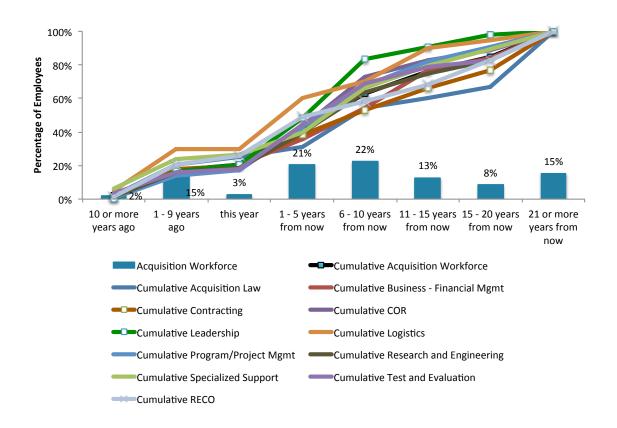


Exhibit 4.5 shows the retirement eligibility profile for each acquisition profession. As seen in the exhibit, the profile is similar for most professions. Profiles by individual profession are provided in Section 7, *FAA Acquisition Profession Profiles*.

Exhibit 4.5Acquisition Workforce Retirement Eligibility by Profession



FUTURE WORKFORCE REQUIREMENTS

AA's budget for FY14 and future years is uncertain given the Budget Control Act of 2011, also known as sequestration. This makes it particularly challenging to estimate future workforce requirements with reasonable fidelity. FAA leaders are wrestling with a number of different budget scenarios and the potential impacts to FAA programs and services. As this analysis occurs, impacts to workforce requirements are also being examined closely. The Acquisition Workforce Council members, who are executives across the agency, are deeply engaged in the analysis. Given the ongoing work in this area, this update to the Acquisition Workforce Plan does not provide projections of future workforce requirements. Instead, the focus is on providing a profile of the current workforce, potential losses due to retirement and attrition trends, and what the FAA is doing to develop the workforce, manage gains and losses, and ensure FAA retains sufficient core in-house expertise to meet mission requirements.

FAA's Acquisition Workforce Strategies, described in Section 3 of this plan, highlight FAA's focus on the Acquisition Workforce. The following section describes each of the acquisition workforce professions in greater detail, including actions planned for FY 2014.

FAA ACQUISITION PROFESSION PROFILES

THE ACQUISITION WORKFORCE IS COMPRISED OF 10 DISTINCT CORE PROFESSIONS:

- 6.1 Leadership
- 6.2 Program/Project Management
- 6.3 Research and Engineering/Systems Engineering
- 6.4 Test and Evaluation
- 6.5 Business Financial Management
- 6.6 Contracting
- 6.7 Realty Specialist
- 6.8 Contracting Officer's Representative
- 6.9 Acquisition Law
- 6.10 Integrated Logistics Support Specialists
- 6.11 Specialized Support

Each profession is individually profiled in this section to provide a more complete overview and understanding of the specific profession. The profiles also provide, where appropriate, the unique challenges facing the individual profession, the actions taken in 2013 to develop the profession, and planned actions for ongoing development in FY 2014.

6.1 LEADERSHIP PROFILE

Definition

The Leadership profession includes executives and senior managers providing leadership for acquisition programs and acquisition governance. These leaders typically have organizational responsibility for a group of programs.

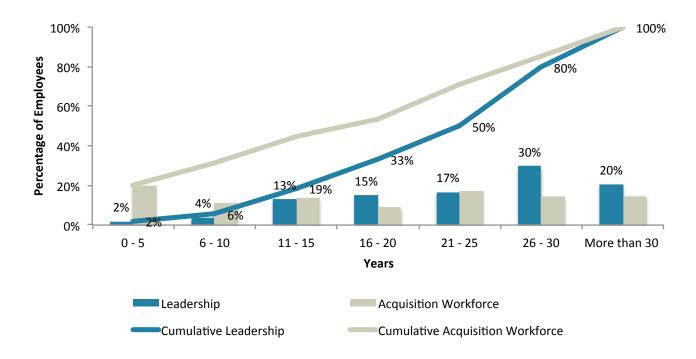
Membership

In 2013 there are 54 acquisition employees in FAA's acquisition Leadership profession, or approximately 3 percent of the overall acquisition workforce. They are primarily located at FAA Headquarters in Washington, DC.

Years of Experience

Leadership professionals are highly experienced and have on average almost 24 years of federal service, 6 years more than the average FAA acquisition employee. As shown in Exhibit 6.1.1, over 65 percent of Leadership professionals have been in federal service for 21 or more years. This reflects the seniority of the members in this profession.

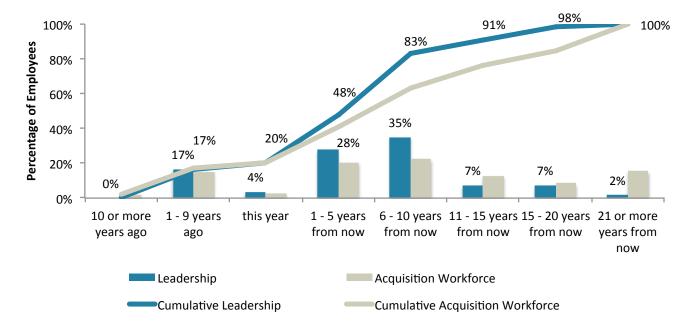
Exhibit 6.1.1 *Leadership Federal Service*



Retirement Eligibility

Exhibit 6.1.2 shows the retirement eligibility profile for the acquisition employees in the Leadership profession. The exhibit shows both annual and cumulative eligibility and compares it to the overall acquisition workforce. Consistent with longer federal service, employees in the Leadership profession could potentially retire earlier than the average acquisition workforce employee; over 80 percent of the Leadership profession is eligible to retire within 10 years, versus 40% of the overall workforce.

Exhibit 6.1.2 *Leadership Retirement Eligibility*



Typical Job Roles

- Senior Executives
- Directors
- Division Managers

Critical Competencies

The Leadership competencies are also integrated into the competency models of other professions as appropriate.

General Leadership Competencies

- Managing Organizational Performance
- Accountability and Measurement
- Problem Solving
- Business Acumen
- Customer Focus
- Building Teamwork and Collaboration
- Building a Model EEO Program
- Developing Talent

- Communications
- Building Alliances
- Interpersonal Relations and Influence
- Integrity and Honesty
- Vision
- Strategy Formulation
- Agility
- Innovation

6.2 PROGRAM/PROJECT MANAGEMENT PROFILE

Definition

The Program/Project Management profession includes employees who have primary responsibility for the management and oversight of FAA acquisition programs and projects. This occupation supports the following phases in the acquisition life cycle: Research and Systems Analysis, Mission Analysis, Investment Analysis, and Solution Implementation. It involves establishing, tracking, managing, and reporting all aspects of program/project planning and execution, including budgeting, technical requirements, personnel, and user needs. The profession does not include program support personnel.

Membership

In 2013 there are approximately 280 acquisition employees performing Program/Project Management duties, or approximately 16 percent of the overall acquisition workforce. Approximately 50 of these professionals are Program Managers on FAA's largest NAS CIP programs. These Program Managers are subject to FAA certification requirements, described in this profile.

Years of Experience

The average federal service tenure of Program/Project Management professionals is 18 years. Exhibit 6.2.1 shows the distribution of years of federal service for these professionals. 45 percent of Program/Project Management professionals have been in federal service for 21 or more years.

Career Levels⁶

Exhibit 6.2.1 Program/Project Management Federal Service

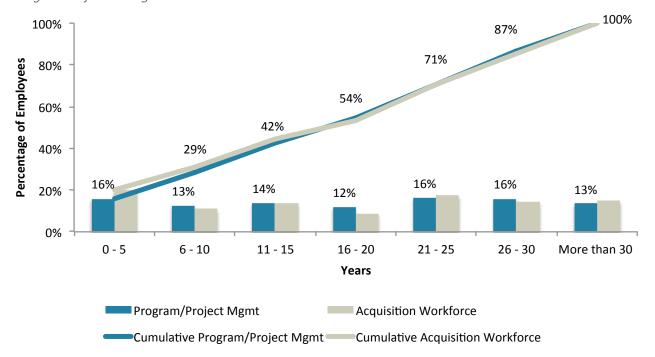
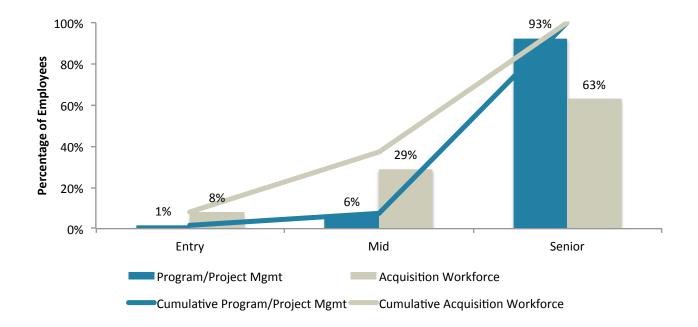


Exhibit 6.2.2 shows the career level distribution for the Program/Project Management profession. Ninety-three percent of the members of this profession are categorized as Senior, meaning that their pay bands are in the J Band and higher, and General Schedule equivalents. Program/project managers are typically some of the most senior members of the acquisition workforce.

Exhibit 6.2.2

Program/Project Management Career Levels



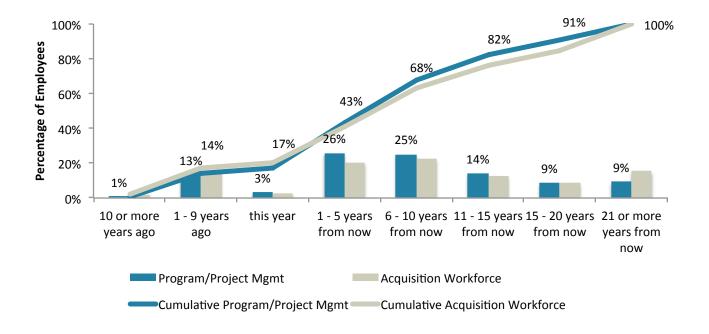
Retirement Eligibility

Exhibit 6.2.3 shows the retirement eligibility profile for the acquisition employees in the Program/Project Management profession. The exhibit shows both annual and cumulative eligibility and compares it to the overall acquisition workforce. Seventeen percent of employees in the Program/Project Management profession are eligible for retirement by the end of this year, lower by 3 percent than the average acquisition workforce employee.

⁶ The three career level categories are: Entry (Student through G Band and General Schedule equivalents); Mid (H Band, I Band, and General Schedule equivalents); Senior (J Band and higher, and General Schedule equivalents).

Exhibit 6.2.3

Program/Project Management Retirement Eligibility



Typical job roles for acquisition employees in this profession include:

- Program Manager
- Project Manager
- Acquisition Manager
- Project Lead
- Portfolio Manager

Typical job series in this profession include:

- 340 Program Management
- 800 series Engineering Group
- 2186 Aviation Technical Systems Specialist

Critical Competencies

FAA's Program/Project Manager competencies were validated in 2012 and enhanced with performance indicators at basic, intermediate and advanced levels of performance. The table below lists the validated competencies.

Program/Project Management

Technical Competencies:

- Contracting and Procurement
- Financial Planning, Monitoring and Control
- Lifecycle Logistics Management
- Organizational Awareness
- Program/Project Planning, Monitoring and Control
- Requirements Development and Management
- Risk Management
- Stakeholder Management
- Systems Engineering

Non-Technical Competencies:

- Agility
- Building Alliances
- Building Teamwork and Collaboration
- Communications
- Interpersonal Relations and Influence
- Problem Solving

Certification

The Program/Project Management certification program supports certification of professionals at three distinct levels: Entry; Mid/Journeyman; and Senior/Expert. These levels reflect the increasing responsibility and capability required of the Program Manager as programs become larger, more complex, and more highly integrated with other programs. FAA's policy requires Program Managers to become certified within specific timeframes from the date of program assignment.

Certification requirements are met through a combination of factors, which include experience in the profession, training (both internal and external to FAA), external certification requirements, and external certification equivalencies. All acquisition certifications are competency-based. Applicants must provide evidence of fulfillment of the competencies at the level for which they are applying.

To maintain FAA certification, individuals must continue to develop skills and capabilities as measured through continuous learning points.

The Program/Project Management certification policy is available in FAA's Acquisition Management System (AMS) Policy Section 5.0, at http://fast.faa.gov/AcquisitionCareerManagement.cfm.

Challenges

- The ability to manage a portfolio of investments to achieve mission effectiveness is critical. To
 meet evolving NextGen program requirements, there will be a significant increase in the need for
 technical and program integration across organizations, domains and agencies, and the ability to
 identify and manage interdependent program risk.
- Entry-level hiring is not effective because of the complexity of Program Management. Program Managers require years of experience and often are promoted from other career professions (e.g., Research and Engineering).
- Developing new Program Managers takes time. New in-house Program Managers are often
 promoted from other career professions, typically later in their careers. Identifying and developing
 these new candidates will require additional focus as experienced Program Managers retire and
 as budget constraints limit FAA's ability to hire externally.

Activities in 2013

- On target to meet the FY 2013 goals of:
 - 90 percent of PMs managing ACAT programs meet/maintain certification requirements for their positions, and
 - At least 15 program/project management professionals achieve or advance their certification levels.
- Enhanced Program/Project Management certification requirements (ongoing effort to enhance/ clarify experience expectations and update training curriculum).
- Continued to offer training, industry certification, and graduate level programs for Program/ Project Management professionals.
- Continued to enhance the community of practice web portal for Program/Project Management to support creation of a forum for sharing best practices, provide guidance and tools to support career development, and provide links to certification requirements and applications.
- Continued to support the Federal Acquisition Institute's (FAI) PPM Federal Acquisition Board (FAB) related to government-wide project/program management initiatives.

Planned Initiatives for FY 2014

Initiative	Deliverable	Planned Completion
Continue to build-out and enhance the Program/Project Management community portal.	Refreshed content	Quarterly
Continue to review and enhance curriculum.	Robust curriculum	Ongoing
Continue to ensure employees meet the certification requirements for their position.	Monthly metrics provided to the Acquisition Workforce Council	Monthly

6.3 RESEARCH AND ENGINEERING/SYSTEMS ENGINEERING PROFILE

Definition

Research is the process of investigating and examining an issue or need from different perspectives that may lead to the development of a practical solution or approach. Engineering is the profession of applying scientific knowledge and using natural laws and physical resources to design and implement materials, structures, machines, devices, systems and processes that realize a desired objective and meet specified criteria. This profession focuses on Applied Research conducted to solve problems or answer specific questions in response to a stakeholder requirement.

As a combined community, Research and Engineering contains many professional sub-professions and roles. Systems Engineering, Software Engineering, Human Factors Engineering and Safety Engineering are highlighted here.

Systems Engineering. The field of Systems Engineering concentrates on the design and application of the whole system as distinct from its parts. At a NAS level, Systems Engineering cuts across individual systems and acquisition programs to achieve an integrated, consistent, and consolidated NAS design. At a program level, Systems Engineering provides oversight of the systems development effort from intial requirements and specification development through implementation. Systems Engineering has two main purposes in FAA acquisitions. The first is to ensure that acquisitions are conducted from initial requirements to deployment and life cycle support in a consistent, repeatable, well-formulated manner. The second is to ensure that these acquisitions form an integrated whole. High quality individual pieces only make an improved NAS if their integration is specifically considered during acquisition. While policy, benefits, and cost will ultimately determine what will be acquired, these all must be addressed in a context of cross-NAS implication and integration provided by NAS-level Systems Engineering.

<u>Software Engineering</u>. Software engineering is the application of a systematic, disciplined, quantifiable approach to the design, development, operation, and maintenance of software, and the study of these approaches. It is the application of engineering to software.

<u>Human Factors Engineering</u>. Human Factors Engineering is an integral part of Systems Engineering and ensures that human-in-the-loop system performance objectives are met. The application of Human Factors Engineering during all phases of an acquisition program addresses the role of the human component in system design. One objective of Human Factors Engineering is to reduce the number and consequences of human errors that may result in incidents/accidents by aviation equipment users and maintainers. The application of Human Factors Engineering can also increase productivity and improve overall NAS performance.

<u>Safety Engineering</u>. The field of Safety Engineering includes positions that require the performance of professional engineering work to eliminate or control hazardous conditions resulting from human error, equipment and machine operations which may lead to injury to persons and damage to property. The work requires the application of: (a) advanced mathematical techniques; (b) professional engineering principles, methods, and techniques; (c) safety related elements of the physical sciences, ergonomics, psychology and physiology; and (d) safety principles, standards, practices, and analytical techniques

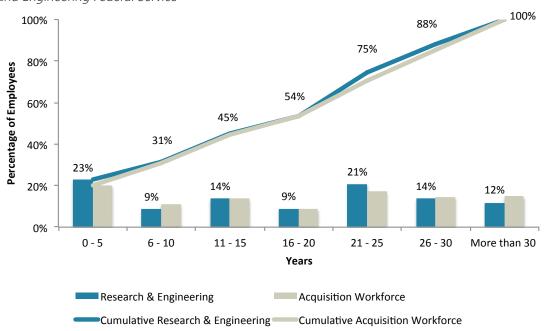
Membership

Research and Engineering is the largest profession in FAA's acquisition workforce. In 2013 there are approximately 460 acquisition employees in FAA's acquisition Research and Engineering profession, or approximately 25 percent of the overall acquisition workforce. There are many more individuals who support FAA in research and engineering roles who are not part of the core acquisition workforce due to the nature of their work and the programs they support. These individuals represent the broader workforce from which talent may be developed or acquired to meet future acquisition workload needs.

Years of Experience

The average length of federal service for Research and Engineering professionals is 17 years, slightly lower than the average for the overall acquisition workforce (18 years). As seen in Exhibit 6.3.1, the lower average years of service is largely due to the higher proportion of employees with 5 or fewer years of federal experience. This is consistent with the nature of the work and with FAA's strategy of hiring and developing employees to serve as Research and Engineering professionals.

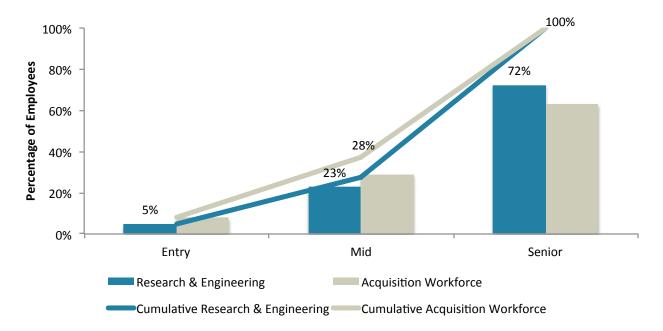
Exhibit 6.3.1 *Research and Engineering Federal Service*



Career Levels⁷

Exhibit 6.3.2 shows the career level distribution for the Research and Engineering profession. Over 70 percent of the members of this profession are categorized as Senior, meaning that their pay bands are in the J Band and higher, and General Schedule equivalents.

Exhibit 6.3.2 *Research and Engineering Career Levels*

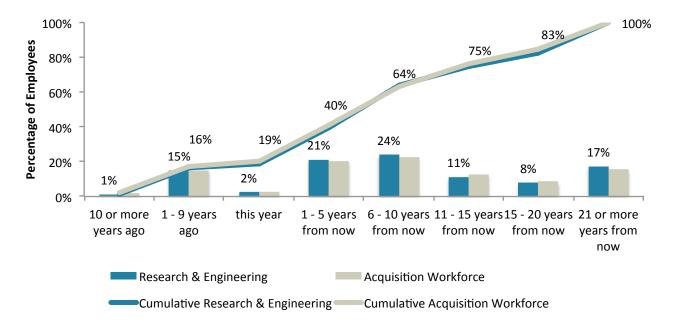


Retirement Eligibility

Exhibit 6.3.3 shows the retirement eligibility profile for the acquisition employees in the Research and Engineering profession. The exhibit shows both annual and cumulative eligibility and compares it to the overall acquisition workforce.

⁷ The three career level categories are: Entry (Student through G Band and General Schedule equivalents); Mid (H Band, I Band, and General Schedule equivalents); Senior (J Band and higher, and General Schedule equivalents).

Exhibit 6.3.3 *Research and Engineering Retirement Eligibility*



Typical job roles for acquisition employees in this profession include:

- Test Director
- Operations Research Analyst
- Chief Systems Engineer
- Systems Engineer
- Software Engineer
- Human Factors Engineer/Specialist
- Systems Architect

Typical job series in this profession include:

- 800 series Engineering Group
- 1300 series Physical Science Group
- 1500 series Mathematics and Statistics Group, including Computer Scientists

Critical Competencies

The following competencies were developed in collaboration with the Systems Engineering community and the Acquisition Workforce Council.

Systems Engineering Competencies

Technical:

- Acquisition, Lifecycle Management and Contracts
- Configuration Management
- Data Collection and Analysis
- FAA Operations and Strategic Alignment
- Interface Management
- Requirements Development and Management
- Risk Management
- Systems Integration
- Systems Thinking and Application

- Technical Assessment and Analysis of Alternatives
- Validation
- Verification

Non-Technical:

- Communication and Technical Writing
- Decision Making and Judgment
- Influence and Negotiation
- Project Management

Challenges

- Recruiting and hiring to meet the increased demand for all levels of Systems Engineers, and various engineering roles, is extremely competitive. Hiring continues to be difficult with current budget constraints.
- Engineers must develop and maintain a systems view of their projects and studies to ensure that interdependencies are effectively managed. They must coordinate across workstation and domain boundaries and with other Research communities.
- The Research and the Engineering communities must both ensure that they maintain up-to-date technical and scientific knowledge in their specialty area.
- Supporting the career growth or evolution of members of the Test and Evaluation profession who are interested in developing Systems Engineering competencies.
- Future systems will require more systems thinking and systems integration than has been required for legacy systems. This will require both development of existing staff and hiring new staff with broader systems integration experience.

Activities in 2013

- Initiated an external benchmarking review of the Systems Engineering certification program. Results of the review will be integrated into the existing program.
- Implemented the Systems Engineering certification program.
- Communicated new Systems Engineering training requirements to support achievement of the required competencies.
- Developed and offerred additional systems engineering courses to build the required competencies.
- Published a Career Planning, Development, and Resource Guide for Systems Engineers. The
 guide provides information on how to enhance capabilities through development of technical
 and leadership competencies, the roles and responsibilities of managers and employees in the
 development process, and information on developmental activities.
- Reformatted and redesigned course materials for Introduction to Systems Engineering at FAA,
 Requirements, Analysis and Development, and Introduction to Risk Management to promote
 a student-centered learning approach (such as the addition of visual interface and interactive
 student activities).

Planned Initiatives for FY 2014

Initiative	Deliverable	Planned Completion
Review and refine the Systems Engineering certification program.	Certification policy and guidance	1 ²⁵ Quarter
Continue to build-out and enhance the Systems Engineering community portal.	Refreshed content	Quarterly
Develop and implement comprehensive communications plan to Systems Engineering population to market SE training curriculum and certification policy and guidance.	Communications	1 st Quarter
Analyze, refine and enhance SE curriculum.	Robust curriculum	Ongoing

6.4 TEST AND EVALUATION PROFILE

Definition

Test and Evaluation (T&E) is the process associated with testing, analyzing, and evaluating in order to verify and validate that products meet specifications, satisfy requirements, and are operationally suitable and effective. T&E personnel require the knowledge of efficient and cost effective methods for planning, monitoring, conducting and evaluating tests of equipment and material. T&E personnel also need a thorough strategy to verify system or service performance through measurable methods and validate that the system or service will fulfill its intended purpose when placed in its intended environment. Developmental testing verifies that all specified technical and performance requirements have been met and that the system is fully integrated and stable, and that it has no adverse effect on the rest of the NAS. Operational testing validates that a new or modified system or service is operationally effective and suitable for use in the NAS and the NAS infrastructure is ready to accept the system.

Systematic and comprehensive T&E promotes the development of quality products by systematically checking for defects and deviations. T&E plays a critical role in all acquisition phases. T&E Planning and Support activities support the development of concepts, requirements, acquisition strategies, contract items, design, and development. Quality T&E practices and reporting provides effective risk management and decision support for acquisition planning and milestones. The developmental and operational test phases of an acquisition program require design testing to a mature readiness level, component and system integration, and operational validation.

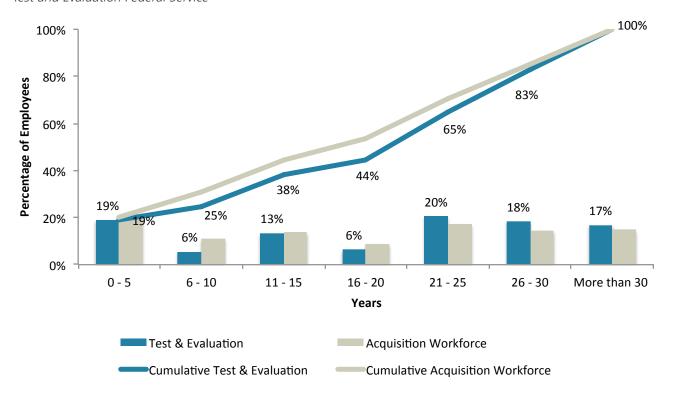
Membership

Individuals who work in the T&E career field are technical professionals who plan, perform, and manage T&E tasks and team activities in support of acquisition programs. In 2013 there are approximately 142 acquisition employees in FAA who have primary responsibility for T&E, or approximately 8 percent of the overall acquisition workforce. The majority of these employees work at FAA's William J. Hughes Technical Center in Atlantic City. T&E is the Technical Center's primary mission; the Center is committed to providing a world-class laboratory dedicated to the T&E of critical NextGen systems to maximize the quality of T&E products and services, promote effective T&E planning, reduce program risks, decrease program costs, and reduce latent defects.

Years of Experience

The average length of time that T&E professionals have been in federal service is almost 20 years, higher than the average acquisition employee (almost 18 years). The distribution of tenure is shown below in Exhibit 6.4.1.

Exhibit 6.4.1 *Test and Evaluation Federal Service*

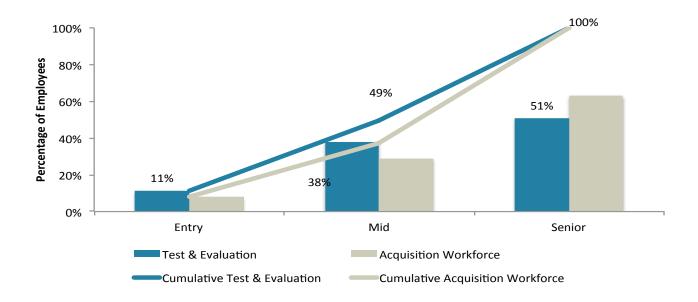


Career Levels⁸

Exhibit 6.4.2 shows the career level distribution for the Test & Evaluation profession. Employees in this profession are spread across all three career levels, with 51 percent at the Senior level.

⁸ The three career level categories are: Entry (Student through G Band and General Schedule equivalents); Mid (H Band, I Band, and General Schedule equivalents); Senior (J Band and higher, and General Schedule equivalents).

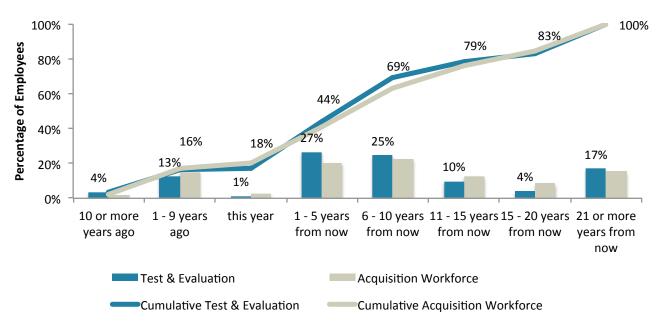
Exhibit 6.4.2 *Test and Evaluation Career Levels*



Retirement Eligibility

Exhibit 6.4.3 shows the retirement eligibility profile for the acquisition employees in the T&E profession. The exhibit shows both annual and cumulative eligibility and compares it to the overall acquisition workforce. 18 percent of current T&E employees will be eligible for retirement by the end of this year, compared with 20% for the overall acquisition workforce.

Exhibit 6.4.3 *Test and Evaluation Retirement Eligibility*



Typical job roles for acquisition employees in this profession include:

- Test Team Manager
- Test Director
- Test Lead
- Test Engineer
- Operations Research Analyst
- Experimental Designer
- Flight Test Engineer

Typical job series in this profession include:

- 334 Computer Specialist
- 800 series Engineering and Architecture Group
- 1500 series Mathematics and Statistics Group, including Computer Scientists

Critical Competencies

The T&E competencies were validated in 2011. They consist of:

Test and Evaluation Competencies

Technical:

- Acquisition and Contracts
- Data Collection, Analysis, and Reporting
- NAS Operations
- Quality Control, Quality Assurance, and Configuration Management
- Requirements Management
- Risk Management
- Safety Management
- Systems Thinking and Application
- Technical Writing

- Test and Evaluation Standards Application
- Test Management
- Test Theory and Methods

Non-Technical:

- Agility
- Communications
- Customer Focus
- Interpersonal Relations and Influence
- Decision Making and Judgment
- Teamwork and Collaboration

Challenges

- Future systems will require more integrated testing.
- Maintaining an adequate workforce with the right expertise and skill mix.

Activities in 2013

- Fully implemented the T&E certification program in the first guarter of FY 2013.
- Published a Career Planning, Development, and Resource Guide for T&E professionals. The
 guide provides information on how to enhance capabilities through development of technical
 and leadership competencies, the roles and responsibilities of managers and employees in the
 development process, and information on developmental activities.
- Automated the T&E certification application on the T&E portal. This streamlines the application for both the candidate and the reviewers.
- Implemented a certification panel approach and process for reviewing and approving certification applications.
- Developed *Test and Evaluation Policy and Test and Evaluation Standards* course to align with the agency's T&E handbook and to provide a practical guide for T & E specialists and those working in lifecycle management process.
- Developed *Validation and Verification (V&V)* course that incorporates the V&V process and the recently updated FAA Systems Engineering Manual (SEM).

Planned Initiatives for FY 2014

Initiative	Deliverable	Planned Completion
Review and refine the T&E certification program.	Certification policy and guidance	2 nd Quarter
Continue to build-out and enhance the T&E community portal.	Refreshed content	Quarterly
Analyze, refine and enhance T&E curriculum.	Robust curriculum	Ongoing

6.5 BUSINESS - FINANCIAL MANAGEMENT PROFILE

Definition

Employees in this profession use their knowledge of financial systems and business processes to develop, coordinate and integrate performance-based budgets; write informative justifications for budget requests; develop metrics; plan, manage, track, reconcile, and report financial transactions; develop cost projections; develop recommendations to mitigate financial risks; and provide financial and investment analysis.

Membership

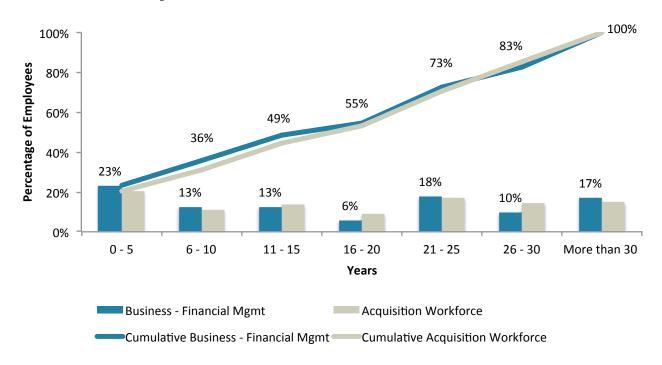
In 2013 there are approximately 150 acquisition employees in FAA acquisition Business - Financial Management profession, or 8 percent of the overall acquisition workforce. Employees in this profession include personnel in program offices as well as personnel in the Finance organization.

Years of Experience

The average tenure of Business - Financial Management professionals in federal service is over 17 years. 23 percent of Business - Financial Management professionals have been in federal service for 5 or fewer years. The distribution of tenure is shown below in Exhibit 6.5.1.

Exhibit 6.5.1

Business - Financial Management Federal Service

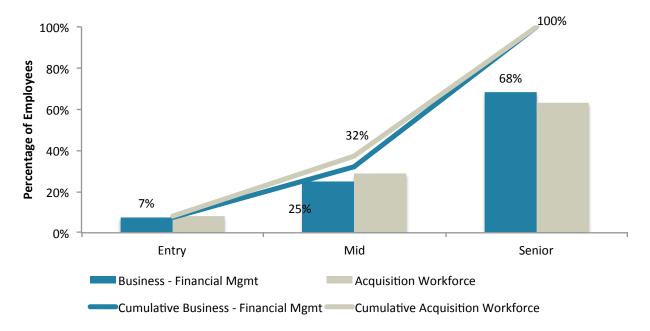


Career Levels9

Exhibit 6.5.2 shows the career level distribution for the Business - Financial Management profession. Employees in this profession are spread across all three career levels, with almost 70 percent at the Senior level.

Exhibit 6.5.2

Business - Financial Management Career Levels

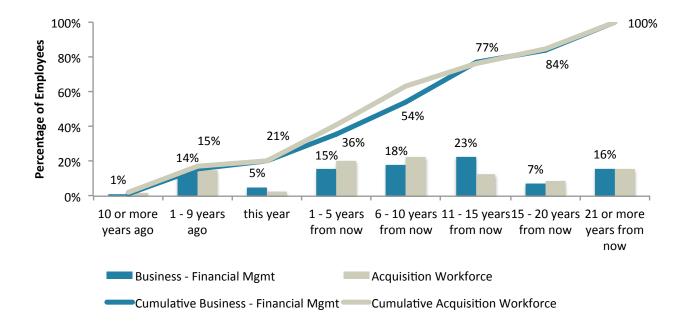


Retirement Eligibility

Exhibit 6.5.3 shows the retirement eligibility profile for the acquisition employees in the Business - Financial Management profession. The exhibit shows both annual and cumulative eligibility and compares it to the overall acquisition workforce. Approximately 21 percent of employees in this profession will be eligible for retirement by the end of this calendar year (consistent with the overall acquisition workforce average).

⁹ The three career level categories are: Entry (Student through G Band and General Schedule equivalents); Mid (H Band, I Band, and General Schedule equivalents); Senior (J Band and higher, and General Schedule equivalents).

Exhibit 6.5.3 *Business - Financial Management Retirement Eligibility*



Typical job roles for acquisition employees in this profession include:

- Cost Analyst/Estimator
- Business Manager
- Financial Analyst

Typical job series in this profession include:

- 500 series Accounting and Budget Group
- 1500 series Mathematics and Statistics Group

Critical Competencies

The table below lists requisite competencies for the Business - Financial Management profession. These competencies were validated in FY 2012 and enhanced with performance indicators at basic, intermediate and advanced levels of performance

Business - Financial Management Competencies

Technical:

- Budget Development and Justification
- Budget Execution and Funds Control
- Data Collection Analysis and Reporting
- Internal Control, Audit and Review
- Planning and Forecasting
- Procurement

Non-Technical:

- Business Acumen
- Communications
- Critical Thinking
- Interpersonal Relations and Influence
- Problem Solving

Because of its importance to the profession, a competency model was developed specifically for Cost Estimating.

Cost Estimating Competencies

Technical:

- Acquisition and Contracts
- Data Collection and Analysis
- Financial Analysis
- Financial Management
- Investment Analysis Program and Portfolio Management
- Systems Evaluation
- FAA Organizational Policies and Procedures

Non-Technical:

- Agility
- Customer Focus
- Interpersonal Relations and Influence
- Communication
- Teamwork/Collaboration

Challenges

- Hiring, training, and retaining personnel who can analyze and evaluate the efficacy of cost estimates to keep pace with the demands of FAA's complex, software-intensive programs.
- Keeping pace with the number of enterprise architecture decisions requiring analytical support.

Activities in 2013

- Published a Career Planning, Development, and Resource Guide for Business Financial Management professionals. The guide provides information on how to enhance capabilities through development of technical and leadership competencies, the roles and responsibilities of managers and employees in the development process, and information on developmental activities.
- Expanded the Business Financial Management training curriculum, including developing financial training for Contracting Officer's Representatives.
- Created a new course, *Managing Scope, Schedule & Cost in the FAA*, that incorporates GAO Schedule Assessment Guide best practices.
- Updated the *Introduction to Cost Estimating in the FAA* course to include best practices from the GAO Cost Estimating and Assessment Guide. In addition, new student exercises were incorporated to provide experiential learning for students.
- Introduced a customized 1-day Introduction to FAA Software Cost Estimating course.
- Developed a course, FAA Data Collection, Analysis, and Reporting Techniques, that teaches employees how to effectively work with data while developing cost estimates and throughout program execution
- Implemented a B-FM community of practice intranet portal to improve communications and collaboration across the T&E profession

Planned Initiatives for FY 2014

Initiative	Deliverable	Planned Completion
Enhance the community of practice web portal for Business - Financial Management and Cost Estimating.	Enhanced web portal	3 rd Quarter
Continue to deliver and enhance the Cost Estimating curriculum	Training deliveries and enhancements	Ongoing

6.6 CONTRACTING PROFILE

Definition

Contracting Officers/Specialists are responsible for all processes and procedures involved in establishing and maintaining contractual relationships. This includes understanding the technical requirements, assisting with the development of the acquisition strategy, developing a procurement strategy plan, reviewing statements of work, evaluating cost estimates, determining contractor responsibility, performing administration by determining contractor compliance, negotiating cost or price or technical changes, monitoring contractor performance, and approving payments. The Contracting Officer/Specialist has the specific authority to bind the government by executing awards, exercising options, or terminating contracts.

Membership

In 2013 there are approximately 280 acquisition employees performing Contracting duties. Contracting professionals make up approximately 15 percent of the acquisition workforce. This profession includes employees who are primarily responsible for awarding and administering contracts.

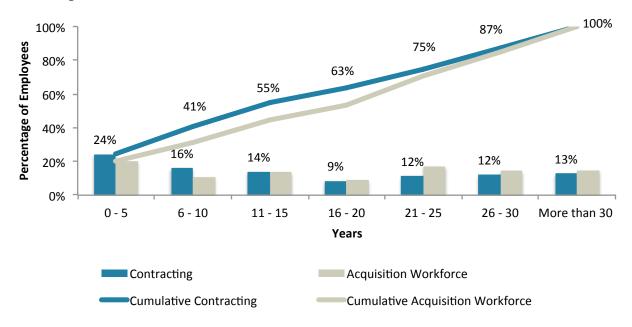
Years of Experience

The average tenure of Contracting professionals in federal service is approximately 16 years. The distribution of years of federal service is shown in Exhibit 6.6.1. As shown in the exhibit, Contracting professionals have higher representation than the overall acquisition workforce in the lower federal experience (0 - 5 years) range. This reflects FAA's approach to hiring Contracting professionals early in their federal careers.

A recent analysis of government data found that nearly a third of federal agencies' acquisition workforce had less than five years experience in their jobs during 2011¹⁰. With approximately 24% of its contracting employees having five or fewer years expenence, FAA has a lower percentage of less experienced employees than the government average.

¹⁰ "Contractors bemoan delays as rookie U.S. buyers learn the ropes", The Washington Post, July 29, 2012.

Exhibit 6.6.1Contracting Federal Service

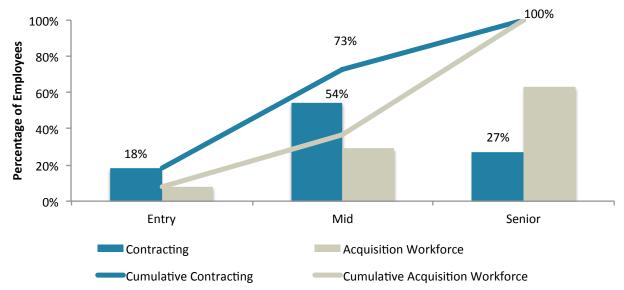


Career Levels¹¹

Exhibit 6.6.2 shows the career level distribution for the Contracting profession. Employees in this profession are spread across all three career levels, with over 50 percent at the Mid level.

Exhibit 6.6.2

Contracting Career Levels

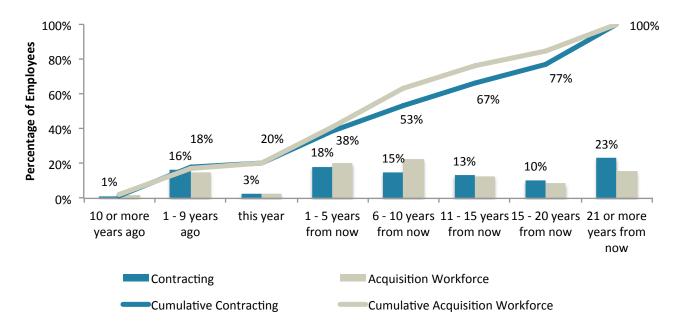


The three career level categories are: Entry (Student through G Band and General Schedule equivalents); Mid (H Band, I Band, and General Schedule equivalents); Senior (J Band and higher, and General Schedule equivalents).

Retirement Eligibility

Exhibit 6.6.3 shows the retirement eligibility profile for the acquisition employees in the contracting profession. The exhibit shows both annual and cumulative eligibility and compares it to the overall acquisition workforce. Twenty percent of contracting professionals will be eligible to retire by the end of this calendar year, consistent with the overall acquisition workforce.

Exhibit 6.6.3Contracting Retirement Eligibility



Typical job roles for acquisition employees in this profession include:

- Contracting Officer
- Contracting Specialist
- Cost Price Analyst

Typical job series in this profession include:

• 1102 – Contracting Officer/Specialist

Critical Competencies

The following competencies were developed in collaboration with the Contracting community and the Acquisition Workforce Council.

Contracting Competencies

Technical:

- Acquisition Strategy Development
- Procurement Planning
- Market Research
- Managing Competition
- Small Business and Preference Program Participation
- Defining Government Requirements in Commercial/Non-Commercial Terms
- Defining Requirements
- Performance Based Acquisition
- Defining Contractual/Business
 Relations
- Solicitation of Offers
- Detailed Proposal Evaluation Skills
- Proposal Analysis and Evaluation

- Negotiation
- Contract Award
- Requirements/Contract Management
- Performance Management
- Financial Management
- Dispute Resolution, Termination and Closeout

Non-Technical:

- Problem Solving
- Business Acumen
- Customer Focus
- Communication
- Integrity and Honesty

Certification

The Contracting certification program supports certification of professionals at three distinct levels: Entry; Mid/Journeyman; and Senior/Expert. These levels reflect the increasing responsibility and capability required of the Contracting Officer/Specialist as acquisitions become larger and more complex.

Certification requirements are met through a combination of factors, which include experience in the profession, training (both internal and external to FAA), and demonstrated proficiency in the Contracting competencies.

To maintain FAA certification, individuals must continue to develop skills and capabilities as measured through continuous learning points.

The Contracting Officer/Specialist certification policy is available in FAA's Acquisition Management System (AMS) Policy Section 5.0, at http://fast.faa.gov/AcquisitionCareerManagement.cfm.

Challenges

- Staffing and retention of contracting positions is difficult due to high demand across all of federal government.
- Ensuring that Contracting professionals continue to have access to appropriate continuous learning opportunities in an environment of limited budget and demanding work load.

Activities in 2013

- On target to meet the FY 2013 goals of:
 - 80 percent of entry level Contract Specialists achieve Level I certification within 15 months of hire, and
 - Met the FY 2013 goal to increase the number of Level 2 and 3 certified contract specialists by 5%.
- Continued to improve the Contracting community of practice intranet portal that creates a forum for sharing best practices, provides guidance and tools to support career development, and links to the new certification application tool.
- Continued to develop the automated certification application tool.
- Participated in the Department of Transportation (DOT) Acquisition Workforce Working Group, which planned and conducted a one day conference for acquisition professionals in the DOT.
- Monitored Government-wide initiatives regarding the certification of contracting professionals.
- Monitored employee certification status to ensure certificates were up to date.
- Provided or offered training, industry certification, and graduate level programs for Contracting professionals.

Planned Initiatives for FY 2014

Initiative	Deliverable	Planned Completion
Continue to build-out and enhance the Contracting community portal.	Refreshed content	Quarterly
Monitor Government-wide initiatives that could impact the certification requirements for Contracting Officers/ Specialists (1102 series). Impacts will be reviewed to determine if changes to FAA's contracting certification program are required.	Status reports to the Acquisition Workforce Council, as needed	Ongoing
Increase involvement with Acquisition Career Management staff in the department and other agencies to identify contracting workforce development best practices.	Best practices recommendations to Acquisition Workforce Council, as developed	Ongoing
Continue to review and enhance curriculum.	Robust curriculum	Ongoing
Continue to ensure employees meet the certification requirements for their position.	Monthly metrics provided to the Acquisition Workforce Council	Monthly
Analyze Federal Employee Viewpoint (FedView) data and develop, implement, and track action plans to target areas for building strengths and addressing areas for improvement.	Action plan	3 rd Quarter

6.7 REALTY SPECIALIST PROFILE

Definition

Real Estate Contracting Officers/Specialists (RECO/S) are responsible for acquiring real estate, utilities, and land. Acting on FAA's behalf, they prepare and execute contractual agreements, lease land and space to support NAS operations, secure title to land or buildings through purchase or condemnation proceedings, and prepare documents to transfer ownership between the FAA and outside parties both public and private.

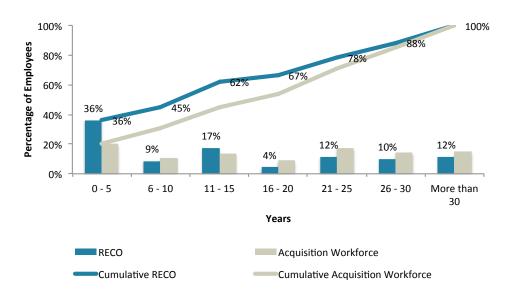
Membership

In 2013 there are approximately 70 acquisition employees in FAA who perform as RECOs. These employees are geographically dispersed with the majority working in College Park, Georgia followed by Renton, Washington and Ft. Worth, Texas. Realty Specialist professionals make up approximately 4 percent of the acquisition workforce.

Years of Experience

The average tenure of Realty Specialist professionals in federal service is approximately 15 years, slightly less than the overall workforce average of 18 years. The distribution of years of federal service is shown below in Exhibit 6.7.1. As shown in the exhibit, Realty Specialist professionals have a higher representation than the overall acquisition workforce at the lower federal experience (0 - 5 years) range.

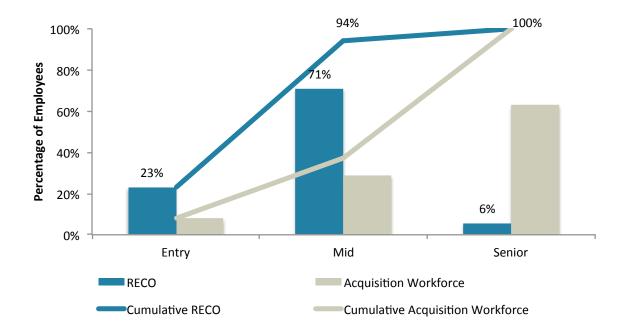
Exhibit 6.7.1 *Realty Specialist Federal Service*



Career Levels¹²

Exhibit 6.7.2 shows the career level distribution for the Realty Specialist profession. Employees in this profession are primarily at the Mid and Entry levels.

Exhibit 6.7.2 *Realty Specialist Career Levels*

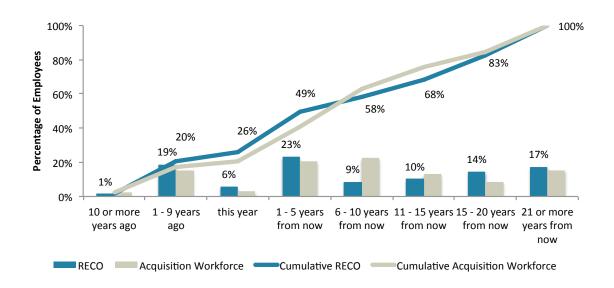


Retirement Eligibility

Exhibit 6.6.3 shows the retirement eligibility profile for the acquisition employees in the Realty Specialist profession. The exhibit shows both annual and cumulative eligibility and compares it to the overall acquisition workforce. Higher than the overall acquisition workforce, 49 percent of current RECO employees will be eligible for retirement in 5 years.

The three career level categories are: Entry (Student through G Band and General Schedule equivalents); Mid (H Band, I Band, and General Schedule equivalents); Senior (J Band and higher, and General Schedule equivalents).

Exhibit 6.7.3 *Realty Specialist Retirement Eligibility*



Typical job roles for acquisition employees in this profession include:

• Real Estate Contracting Officer/Specialist (RECO/S)

Typical job series in this profession include:

 1170 series – Real Estate Contracting Officer/Specialist (RECO/S) and Real Estate Supervisors/ Managers

Critical Competencies

The RECO competencies were revised and validated in 2013. They consist of:

Realty Specialist Competencies

Technical:

- Requirements Development and Management
- Land Acquisition
- Space Acquisition
- Purchase
- Condemnation
- Contract and Property Management
- Disposal of Real Property
- Utilities Contracting
- Documentation and Quality Assurance
- Budget and Finance
- Negotiation
- Project Management

Non-Technical:

- Customer/Stakeholder Relations
- Knowledge and Development
- Effective Communications
- Personal Accountability
- Problem Detection and Resolution

Certification

The RECO certification program supports certification of professionals at three distinct levels: Entry, Mid, and Senior. These levels reflect the increasing responsibility and capability required of the Real Estate Contracting Officer/Specialist as real property acquisitions become larger and more complex.

Certification requirements are met through a combination of factors, which include experience in the profession, training (both internal and external to FAA), and demonstrated proficiency in the RECO competencies.

To maintain FAA certification, individuals must continue to develop skills and capabilities as measured through continuous learning points.

The RECO certification policy is available in FAA's Acquisition Management System (AMS) Policy Section 5.0, at http://fast.faa.gov/AcquisitionCareerManagement.cfm.

Challenges

- Meeting demanding workloads with appropriate staffing due to real property requirements to support NextGen.
- Ensuring that RECO professionals continue to have access to appropriate continuous learning opportunities in an environment of limited budget and demanding work load.

Activities in 2013

- Updated the RECO competency model and developed performance indicators (PIs) through interviews and engaging a core team of RECOs and manager from across the Service Areas.
- Published a three-level RECO certification and fulfillment program.
- Created RECO career development materials including career guide and training and development plan.
- Implemented a RECO section on the Acquisition Professions Portal to support the RECO community.
- Offered three mandatory training courses for RECO professions.

Planned Initiatives for FY 2014

Initiative	Deliverable	Planned Completion
Roll out RECO Certification Program and fulfillment process and provide training on the new program to managers and RECO/S.	Certification policy and guidance	1 st Quarter
Update Space Lease Course for delivery.	Updated training materials for the Space Lease Course	3 rd Quarter
Deliver training to support RECO certification policy.	Required Training Courses	Ongoing
Create online modules for Basic Real Estate course.	Online training materials for the Basic Real Estate Course	2 nd Quarter

6.8 CONTRACTING OFFICER'S REPRESENTATIVE (COR) PROFILE

Definition

CORs help resolve technical issues, give technical direction to the contractor, and interpret technical processes and procedures for the Contracting Officer/Specialist. The functions include interpreting technical requirements, assisting with the acquisition strategy, assisting in the development of the statement of work, generating government cost estimates, assisting in the negotiation of costs or price of technical requirements, monitoring contractor performance, reviewing and accepting services, supplies and equipment, invoice reconciliation, and recommending payments.

Membership

In 2013 there are approximately 70 FAA employees performing COR duties as their primary responsibility on acquisition programs. These full time CORs make up approximately 4% of the acquisition workforce membership. In addition, over 190 employees in other acquisition professions also perform collateral COR duties. Almost two thousand other FAA employees perform COR responsibilities for other types of procurements outside of the National Airspace System (NAS) acquisition programs. The number of employees performing COR duties changes constantly as contracts begin and end. CORs perform critical acquisition and technical functions, and Contracting Officers/Specialists rely on them to ensure that contracts are managed properly to meet mission needs. CORs are designated and authorized in writing by the Contracting Officer/Specialist to perform prescribed administrative and/or technical functions on a contract.

Years of Experience

The average tenure of COR professionals in federal service is 18 years. The distribution of tenure is shown below in Exhibit 6.8.1.

Exhibit 6.8.1

COR Federal Service

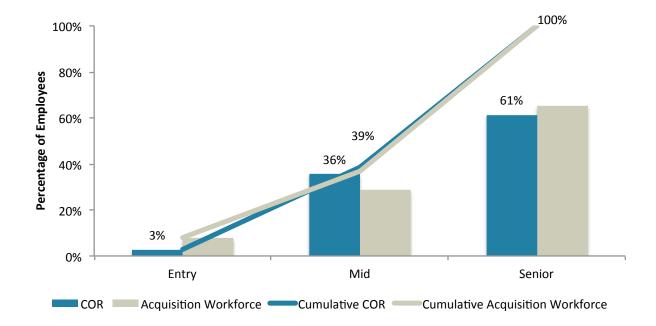


Career Levels¹³

Exhibit 6.8.2 shows the career level distribution for the COR profession. Employees in this profession are spread across all three career levels, with over 60 percent at the Senior level.

Exhibit 6.8.2

COR Career Levels

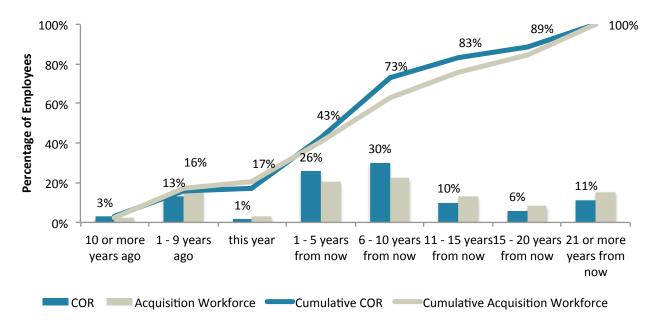


¹³ The three career level categories are: Entry (Student through G Band and General Schedule equivalents); Mid (H Band, I Band, and General Schedule equivalents); Senior (J Band and higher, and General Schedule equivalents).

Retirement Eligibility

Exhibit 6.8.3 shows the retirement eligibility profile for the acquisition employees in the COR profession. The exhibit shows both annual and cumulative eligibility and compares it to the overall acquisition workforce. Cumulatively, 17 percent of COR professionals are eligible to retire by the end of this year.

Exhibit 6.8.3COR Retirement Eligibility



Critical Competencies

The table below lists the requisite competencies for CORs.

Contracting Officer's Representative

Technical:

- Acquisition Planning
- Contracting
- Defining Government Requirements in Commercial/Non-Commercial Terms
- Earned Value Management
- Effective Contract Management
- Effective Pre-Award Communication
- Inspection and Acceptance
- Market Research (Understanding the Marketplace)
- Negotiation
- Performance Management
- Requirements/Management
 Development Process
- Risk Management
- Technical Analysis of Proposals

Non-Technical:

- Accountability and Measurement
- Agility
- Building a Model EEO Program
- Building Alliances
- Building Teamwork and Collaboration
- Business Acumen
- Communication
- Customer Focus
- Developing Talent
- Innovation
- Integrity and Honesty
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Problem Solving
- Strategy Formulation
- Vision

Certification

In FY 2012, FAA adopted COR certification changes proposed by the Federal Acquisition Institute. The COR certification program supports certification of professionals at three distinct levels based on the complexity of the specific contract or task order being supported by the COR. These levels reflect the increasing responsibility and capability required of the COR as contracts and task orders become more complex.

Certification requirements are met through a combination of factors, which include experience in the profession, training (both internal and external to FAA), and demonstrated proficiency in the contracting competencies.

To maintain FAA certification, individuals must continue to develop skills and capabilities as measured through continuous learning points.

The COR certification policy is available in FAA's Acquisition Management System (AMS) Policy Section 5.0, at http://fast.faa.gov/AcquisitionCareerManagement.cfm.

Challenges

- The complexity of acquisitions on large, integrated programs requires skilled, experienced CORs.
- CORs need a better understanding of contracting to ensure successful administration of contracts (including bounds of authority and accountability).
- Because COR is usually a collateral role, identifying CORs and tracking compliance with training requirements can be challenging. COR lists must be revalidated on a continual basis for accuracy.

Activities in 2013

- Validated the COR profession competencies to ensure they continue to align closely to both the updated
 Federal Acquisition Institute (FAI) certification program and the knowledge, skills, and abilities required to
 support FAA's acquisition programs. The COR certification program has three distinct levels based on the
 complexity of the specific contract or task order being supported by the COR.
- Completed a Career Planning, Development, and Resource Guide for CORs. The guide provides
 information on how to enhance capabilities through development of technical and leadership
 competencies, the roles and responsibilities of managers and employees in the development process, and
 information on developmental activities.
- Completed the COR community of practice intranet portal to improve communications and collaboration across the COR profession.
- Streamlined and automated the COR certification application process.
- Certified over 1000 employees in the COR profession.

Planned Initiatives for FY 2014

Initiative	Deliverable	Planned Completion
Continue to build-out and enhance the COR community portal.	Refreshed content	Quarterly
Continue to communicate the importance of COR certification in the FAA.	Communications	Ongoing
Continue to review and enhance curriculum.	Robust curriculum	Ongoing
Continue to ensure employees meet the certification requirements for their position.	Monthly metrics provided to the Acquisition Workforce Council	Monthly

6.9 ACQUISITION LAW PROFILE

Definition

Acquisition Attorneys provide legal advice regarding all aspects of contract formation and administration, including intellectual property, antitrust, bankruptcy, debarment, conflict of interest, real estate, mergers, security, export control, procurement integrity, property disposal, and fiscal and socio-economic laws affecting acquisitions. Acquisition Attorneys represent agency acquisition teams in the agency's internal dispute resolution process and also represent FAA with the Department of Justice in federal court litigation.

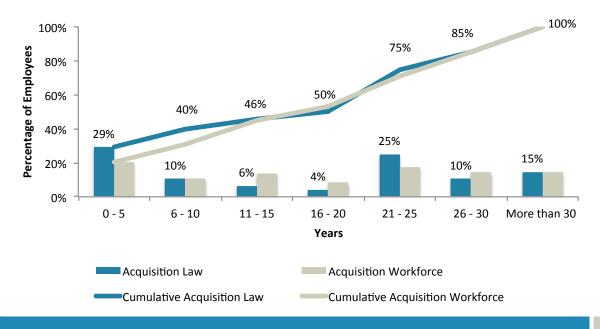
Membership

In 2013 there are approximately 50 Acquisition Attorneys in this acquisition profession. At FAA headquarters, the work is dedicated. In the Service Centers and most regions, at least one person is recognized as an Acquisition Attorney, although he or she may perform additional duties. The Technical Center and the Aeronautical Center also have dedicated Acquisition Attorneys. Acquisition Attorneys are distributed proportionately across the nine regions and Technical and Aeronautical Centers; one-third of them are located at headquarters.

Years of Experience

The average tenure of Acquisition Law professionals in federal service is approximately 17 years. The distribution of years of federal service is shown below in Exhibit 6.9.1. While almost 29 percent of Acquisition Law professionals have 5 or fewer years of federal service, 50 percent have 21 or more years. Acquisition Attorneys tend to stay with programs and work a portfolio, which may change somewhat over time. On FAA acquisition programs, the relationship with the program office is very important.

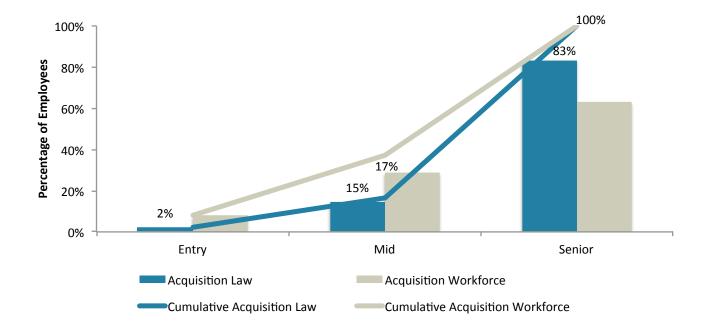
Exhibit 6.9.1Acquisition Law Federal Service



Career Levels¹⁴

Exhibit 6.9.2 shows the career level distribution for the Acquisition Law profession. Employees in this profession are predominantly experienced, higher-grade personnel, with over 83 percent at the Senior level.

Exhibit 6.9.2Acquisition Law Career Levels

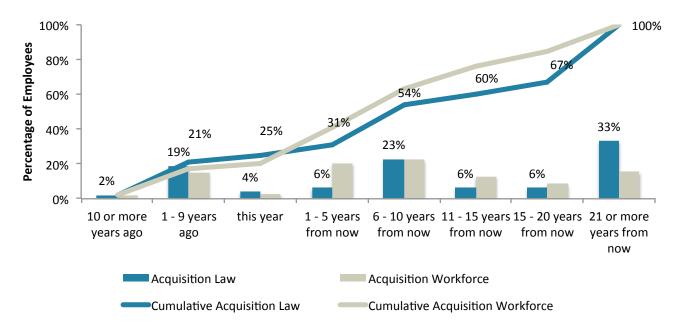


The three career level categories are: Entry (Student through G Band and General Schedule equivalents); Mid (H Band, I Band, and General Schedule equivalents); Senior (J Band and higher, and General Schedule equivalents).

Retirement Eligibility

Exhibit 6.9.3 shows the retirement eligibility profile for the acquisition employees in the Acquisition Law profession. The exhibit shows both annual and cumulative eligibility and compares it to the overall acquisition workforce. Cumulatively, 25 percent of Acquisition Law professionals are eligible for retirement by the end of this calendar year, 5 percent higher than the overall acquisition workforce.

Exhibit 6.9.3Acquisition Law Retirement Eligibility



Typical job roles for acquisition employees in this profession include:

Acquisition Attorney

Typical job series in this profession include:

0905 – General Attorney

Critical Competencies

A competency model has not been developed for Acquisition Attorneys. FAA conducted a benchmarking study in 2010 and did not find any organization using a formal competency model for Acquisition Attorneys.

Acquisition Attorneys in the agency do not attend a formal, lockstep training program. However there are courses that have been identified as valuable for new Acquisition Attorneys that include a mix of in-agency and out-of-agency training. Additional employee development may occur through internships, mentoring, and conference attendance. Some Acquisition Attorneys accept formal details on an acquisition program to gain additional experience from an agency perspective. Through the course of their careers, Acquisition Attorneys will be asked to teach classes to peers in their areas of expertise.

Challenges

- The complexity of acquisitions requires highly skilled Acquisition Attorneys.
- FAA's uniquely flexible Acquisition Management System requires a learning curve for seasoned attorneys recruited from other agencies.

6.10 INTEGRATED LOGISTICS SUPPORT SPECIALIST PROFILE

Definition

Integrated Logistics Support (ILS) is the critical functional profession that plans, establishes, and maintains an ILS system for the life cycle of FAA products and services. ILS works by planning for and managing the interdependencies among the nine Logistics elements: Maintenance Planning; Supply Support; Training, Training Support, and Personnel Skills; Computer Resources Support; Maintenance Support Facilities; Packaging, Handling, Storage, and Transportation; Technical Data; Direct Work Maintenance Staffing; and Support Equipment.

Membership

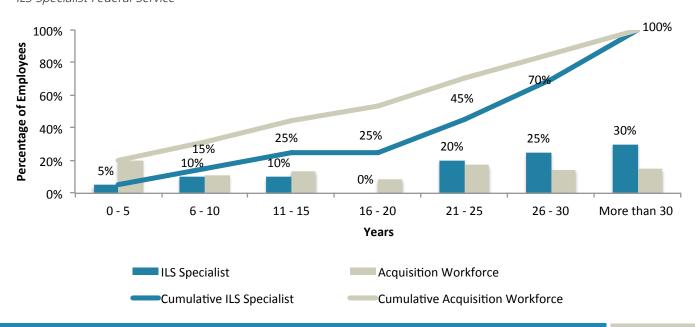
In 2013 approximately 20 employees in FAA have primary responsibility for Integrated Logistics Support on acquisition programs. Logistics Specialists are responsible for supporting and advising Acquisition Program Managers or Service Team Leaders to ensure the successful integration of all logistics support elements throughout the Acquisition Management System (AMS) life cycle. Some of these individuals may have a Delegation of Procurement Authority, which carries additional training requirements set forth in FAA's AMS. These individuals are also responsible for working with requiring offices to develop contract specifications for projects to improve, expand, and extend the service life of existing programs.

Years of Experience

The average tenure of Logistics professionals in federal service is over 24 years, which is 6 years more than the average acquisition employee. Almost 75 percent of Logisticians have 21 or more years of federal service. The distribution of years of federal service is shown below in Exhibit 6.10.1.

Exhibit 6.10.1

ILS Specialist Federal Service

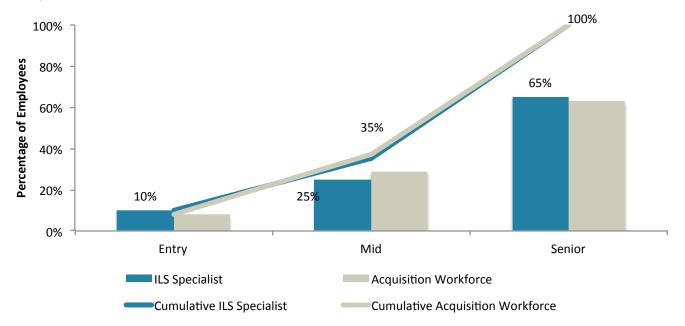


Career Levels¹⁵

Exhibit 6.10.2 shows the career level distribution for the ILS profession. Sixty-five percent of employees in this profession are at the Senior level.

Exhibit 6.10.2

ILS Specialist Career Levels

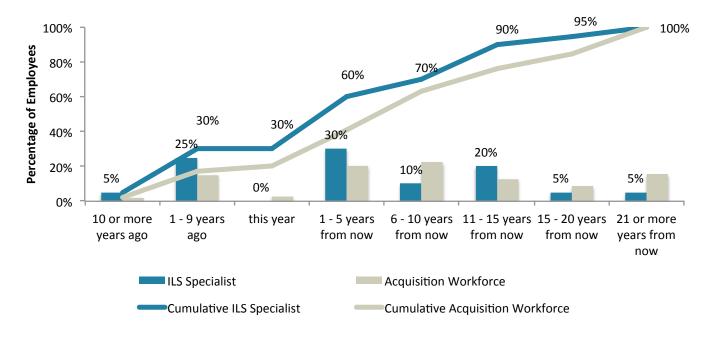


Retirement Eligibility

Exhibit 6.10.3 shows the retirement eligibility profile for the acquisition employees in the Logistics profession. The exhibit shows both annual and cumulative eligibility and compares it to the overall acquisition workforce. Thirty percent of ILS professionals are eligible to retire this year versus 20 percent in the overall acquisition workforce.

The three career level categories are: Entry (Student through G Band and General Schedule equivalents); Mid (H Band, I Band, and General Schedule equivalents); Senior (J Band and higher, and General Schedule equivalents).

Exhibit 6.10.3 *ILS Specialist Retirement Eligibility*



Typical job roles for acquisition employees in this profession include:

- Logistics Element Specialist/Manager
- Integrated Logistics Support Specialist/Manager
- Logistics Management Specialist

Typical job series in this profession include:

• 346 – Logistics Management Specialist

Critical Competencies

Integrated Logistics Support Specialist (ILS)

Technical:

- Contracting and Acquisition
- Design for Supportability
- ILS Planning
- Product Support and Sustainment
- Project Management

Non-Technical:

- Accountability and Measurement
- Agility
- Building Alliances
- Building a Model EEO Program

- Building Teamwork and Collaboration
- Business Acumen
- Communication
- Customer Focus
- Developing Talent
- Innovation
- Integrity and Honesty
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Problem Solving
- Strategy Formulation
- Vision

Certification

The Integrated Logistics Support certification program supports certification of professionals at three distinct levels: Entry; Mid/Journeyman; and Senior/Expert. These levels reflect the increasing responsibility and capability required of the Integrated Logistics Specialist as programs become larger, more complex, and more highly integrated with other programs.

Certification requirements are met through a combination of factors, which includes experience in the profession, training (both internal and external to FAA), and external certification equivalencies.

All acquisition certifications are competency-based.

To maintain FAA certification, individuals must continue to develop skills and capabilities as measured through continuous learning points.

The Integrated Logistics Support certification policy is available in FAA's Acquisition Management System (AMS) Policy Section 5.0, at http://fast.faa.gov/AcquisitionCareerManagement.cfm.

Challenges

- Expanding program/project focus on Integrated Logistics Support during the initial phases of the AMS life cycle to reduce the total cost of ownership.
- Expanding focus on cost savings measures for sustaining existing FAA projects, program and facilities and services.
- Managing costs and risks associate with the lifecycle management of FAA projects, programs, and facilities and services.

Activities in 2013

- Continued to build-out and enhance the ILS community portal.
- Continued to ensure employees maintain certification requirements.
- Developed an on-line ILS certification application.
- Published a Career Planning, Development, and Resource Guide for logistics professionals. The guide
 provides information on how to enhance capabilities through development of technical and leadership
 competencies, the roles and responsibilities of managers and employees in the development process, and
 information on developmental activities.

Planned Initiatives for FY 2014

Initiative	Deliverable	Planned Completion
Streamline and automate the certification application process.	Automated certification application	4 th Quarter
Continue to build-out and enhance the ILS community portal.	Refreshed content	Quarterly
Continue to review and enhance curriculum	Robust curriculum	Ongoing
Outreach to improve and stimulate the developmental interests of the ILS community	Increased volume of certifications	Ongoing

6.11 SPECIALIZED SUPPORT PROFILE

Definition

Professionals in the specialized support profession are typically NAS or acquisition subject matter experts. They can include acquisition quality assurance officers, safety engineers, information system specialists, air traffic specialists, contract support specialists, and acquisition policy, development and training experts.

Membership

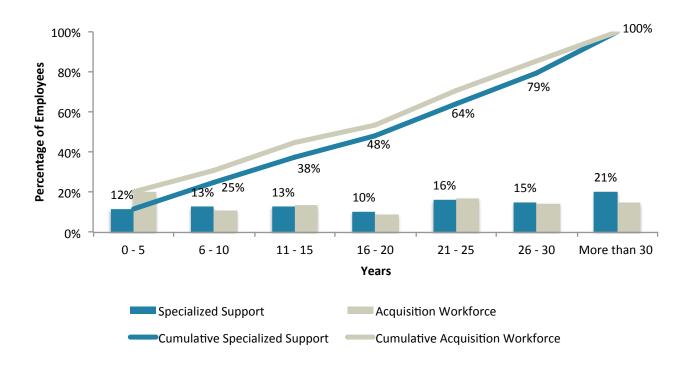
In 2013 there are approximately 240 employees in the Specialized Support category of professionals supporting acquisition programs, or 13 percent of the acquisition workforce.

Years of Experience

The average tenure of Specialized Support professionals in federal service is over 20 years, 2 years greater than the average acquisition employee. Over 50 percent of Specialized Support professionals have 21 or more years of federal service. The distribution of years of federal service is shown below in Exhibit 6.11.1.

Exhibit 6.11.1

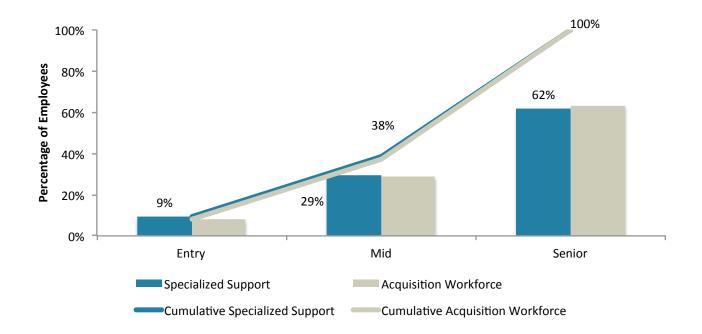
Specialized Support Federal Service



Career Levels¹⁶

Exhibit 6.11.2 shows the career level distribution for the Specialized Support profession. Over 60 percent of employees in this profession are at the Senior level.

Exhibit 6.11.2Specialized Support Career Levels

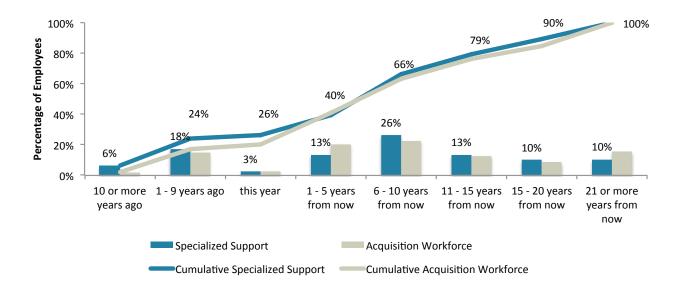


Retirement Eligibility

Exhibit 6.11.3 shows the retirement eligibility profile for the acquisition employees in the Specialized Support profession. The exhibit shows both annual and cumulative eligibility and compares it to the overall acquisition workforce. Cumulatively, 26 percent of Specialized Support professionals are eligible to retire by the end of this year, versus 20 percent in the overall acquisition workforce.

The three career level categories are: Entry (Student through G Band and General Schedule equivalents); Mid (H Band, I Band, and General Schedule equivalents); Senior (J Band and higher, and General Schedule equivalents).

Exhibit 6.11.3Specialized Support Retirement Eligibility



Critical Competencies

Specialized Support is not a candidate for a competency model due to the varied nature of the work performed by individuals in this category.

Challenges

• Managing the potentially high attrition from this specialized, highly skilled NAS workforce.

Activities in 2013

• Developed a competency model for Quality Reliability Officers and increased training opportunities for this segment of the acquisition workforce.

Planned Initiatives for FY 2014

Initiative	Deliverable	Planned Completion
Continue to review and enhance curriculum.	Robust curriculum	Ongoing



ACQUISITION WORKFORCE WEBSITE

The Acquisition Workforce website, https://ksn2.faa.gov/faa/AcquisitionProfessions/Pages/Default.aspx, provides a common framework for sharing information about FAA's core acquisition professions. Figure 1 below shows the home page, where acquisition professionals can get current information about acquisition issues and opportunities, access their own profile as an acquisition workforce member, and navigate to profession-specific websites.



Figure 1

Acquisition Workforce Home Page

Figure 2 shows an example of a profession-specific website. Profession-specific sites provide targeted information and features for the profession. Through this site, for example, Program/Project Management professionals can learn about what other Program Managers are working on, learn more about their professions' competencies and certification requirements (Figure 3), complete an application for certification, and access additional development tools (Figure 4).



Figure 2
Program/Project Management Home Page

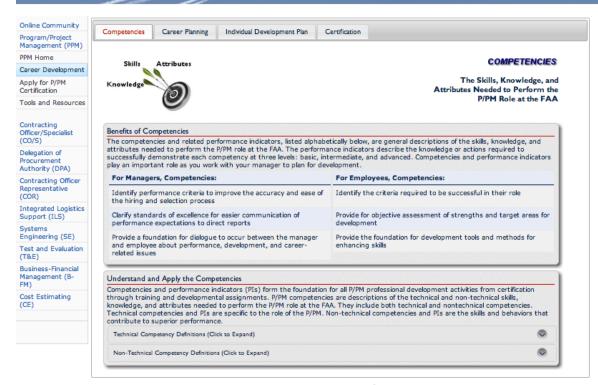
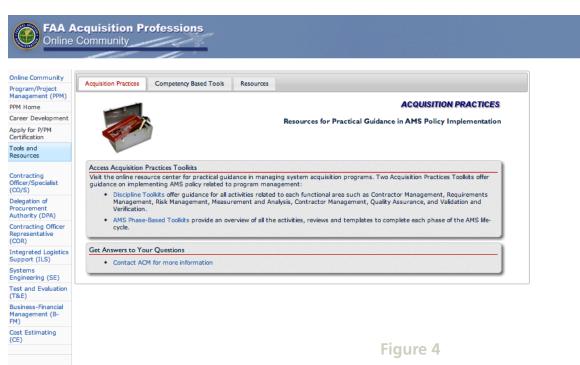


Figure 3

Program/Project Management Competencies

Page



Career Guides, an example of which is shown below in Figures 5, 6, and 7, are important tools for individual professionals and their managers to better understand the competencies and certification programs for their specific profession. The guides also provide suggestions for training and other developmental activities, like mentoring or shadowing more experienced professionals. To support development planning, the guides provide sample Individual Development Plan forms (Figure 8) for employees to use and managers to review and approve. The Career Guide for Managers includes additional tools, like sample vacancy announcements (Figure 9) and competency-based behavioral interview guides.

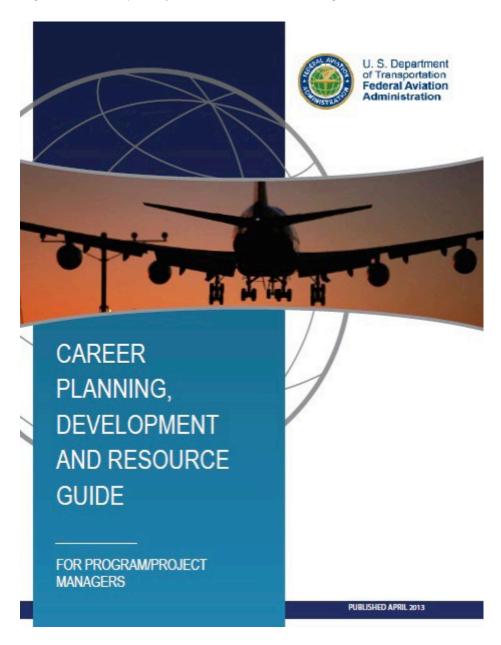


Figure 5

Program/Project Management Career Guide for Employees - Cover



PROGRAM/PROJECT MANAGER TECHNICAL COMPETENCIES

COMPETENCY	DEFINITION
Benefit-Cost Analysis	Knowledge of cost-benefit analysis methods, concepts and processes
Budget Execution	Knowledge of systems and processes for tracking actions affecting the budget
Contract Administration	Knowledge of contract administration methods and techniques
Contractor Performance Management	Knowledge of contractor performance requirements and appropriate remedies
Cost Estimating	Knowledge of the types and methods of cost estimating
Development of Supportability Requirements	 Knowledge of performance-based logistic efforts that optimize total system life cycle availability, supportability and reliability/maintainability while minimizing cost, logistic footprint and interoperability.
Earned Value Management (EVM)	Knowledge of and skill in applying EVM techniques
Financial Planning	Knowledge of financial planning methods, tools and processes
Formulation of Financial Programs and Budget	 Knowledge of established budgeting systems and tools. Knowledge of financial and budget terms and key financial guidance
Life-Cycle Logistics Strategy Development	 Knowledge of performance-based logistic efforts that optimize total system life cycle availability, supportability and reliability/maintainability while minimizing cost, logistic footprint and interoperability
Market Analysis	Knowledge of government and non-government sources. Knowledge of the business implications relevant to documenting requirements

Figure 6

Program/Project Management Career Guide for Employees - Competencies

7 Career Planning, Development & Resource Guide for Program Managers



Figure 7

Program/Project Management Career Guide for Employees - Certification

PROGRAM/PROJECT MANAGER CERTIFICATION PROGRAM

he complexity, criticality and visibility of our work requires a standard of excellence and ongoing investment in building FAMs talent base. Certification credentials represent excellence in a chosen field. As you invest time and effort in addisoning certification, you are enhancing your long-term career growth.

TARGET AUDIENCE FOR ACQUISITION PROGRAM/PROJECT MANAGEMENT CERTIFICATION:

- Individuals officially designated as a program manager, project manager, or project lead, with authority and responsibility for the management and oversight of Federal Aviation Administration (FAX) major and nonmajor acquisition programs or projects.
- Individuals participating as a project team member in one or more phases of the acquisition process.

LEVEL I CERTIFICATION

Level I certification establishes fundamental qualifications in program and project management via training and experience.

This level sets the foundation for career progression that includes sole responsibility for managing increasingly complex investments or portfolios.

EDUCATION

Formal education is not required, however a baccalaureate degree, preferably with a major in engineering, systems management, or business administration, is desired.

EXPERIENCE

EAPERITENCE
At least two years of acquisition experience or one year of project management experience within the last five years is required. Experience should include, but is not limited to, constructing work breakdown structures; preparing project analysis documents; tailoring acquisition documents to ensure that quality, effective, efficient systems or products are delivered, analyzing and/or developing requirements; monitoring performance; assisting with quality assurance; and budget development.

One year of acquisition experience may be waived for having either a four-year college degree or a Master's degree.

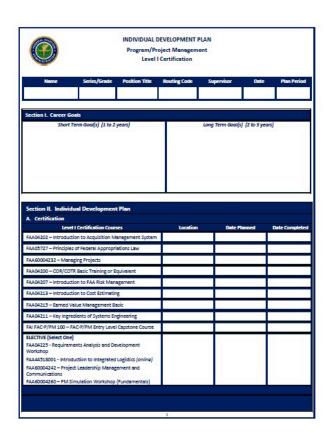


Figure 8

Program/Project Management Career Guide for Employees - Individual Development Plan (IDP)

Figure 9

Program/Project Management Career Guide for Managers - Vacancy Announcement Tools



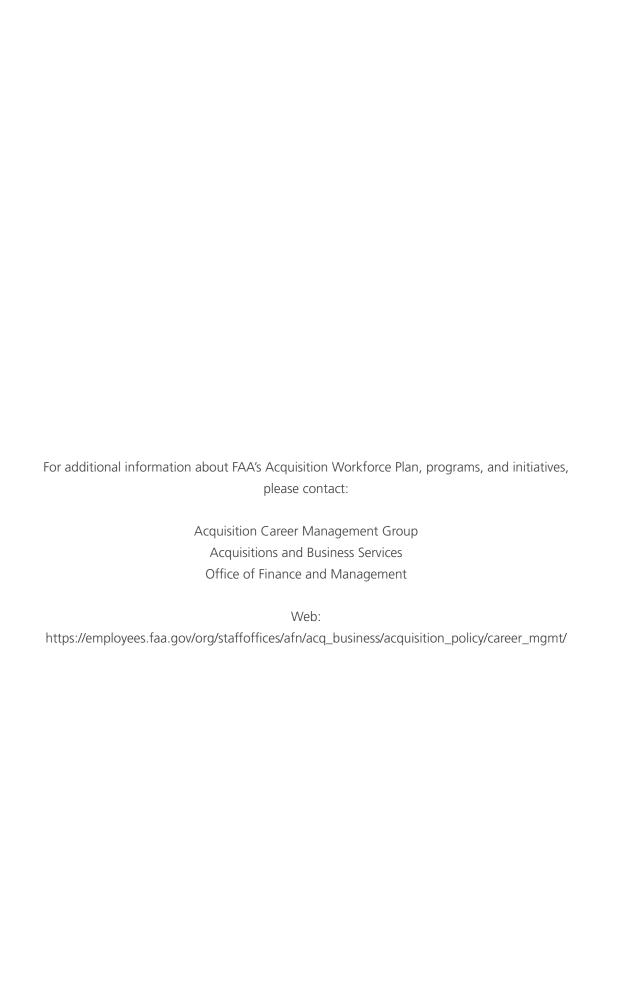
Use the following information to develop vacancy announcements for Program/Project Manager roles:

GENERAL RESPONSIBILITIES OF A PROGRAM/PROJECT MANAGER

- Performs technical planning, system integration, verification and validation, cost and risk, and supportability and effectiveness analyses for total
- Performs analyses at all levels of total system product to include: concept, design, fabrication, test, installation, operation, maintenance and disposal
- Ensures the logical and systematic conversion of customer or product requirements into total systems solutions that acknowledge technical, schedule, and
- Performs functional analysis, timeline analysis, detail trade studies directing, coordinating, and exercising functional authority for schedule planning, organization, budgets via Earned Value, risk management, assembly/integration, and hardware qualification

formal reviews, preparation of specifications, technical plans, product testing and production support, and

- Ensures that functional managers and other stakeholders are aware of project status and program performance issues. Works closely with engineers from optical, electrical, mechanical, test, software suppliers
- Manages costs, schedules and technical performa and leads a multi-functional team in achieving contractual objectives
 - management of the program and on technical performance and customer relations
- Participates in the negotiation of contract and contract



U.S Department of Transportation Federal Aviation Administration

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